

**From:** [Gillis, Kelly \(INFC\)](#)  
**To:** [Peets, Gerard \(INFC\)](#)  
**Cc:** [Campbell, Glenn \(INFC\)](#); [INFC.O PR.ADMO.Users / Utilisateurs.PR.BSMA O.INFC](#); [Eyre, Jennifer \(INFC\)](#); [Tremblay, Jenny \(INFC\)](#)  
**Subject:** Re: Digital/Data  
**Date:** May 21, 2019 1:00:52 PM

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Ok thanks for following up. David McGovern is coming Thursday do likely will be a topic of the breakfast.

Sent from my iPhone

On May 21, 2019, at 10:01 AM, Peets, Gerard (INFC) <[gerard.peets@canada.ca](mailto:gerard.peets@canada.ca)> wrote:

Confirmed it is being released today after a Minister Bains speech at the Empire Club.

  
 Gerard

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**From:** Peets, Gerard (INFC)  
**Sent:** May 21, 2019 9:48 AM  
**To:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>; Gillis, Kelly (INFC) <[kelly.gillis@canada.ca](mailto:kelly.gillis@canada.ca)>  
**Cc:** INFC.O PR.ADMO.Users / Utilisateurs.PR.BSMA O.INFC <[infrc.pr.admo.users-utilisateurs.pr.bsma.infrc@canada.ca](mailto:infrc.pr.admo.users-utilisateurs.pr.bsma.infrc@canada.ca)>; Eyre, Jennifer (INFC) <[jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca)>; Tremblay, Jenny (INFC) <[jenny.tremblay@canada.ca](mailto:jenny.tremblay@canada.ca)>  
**Subject:** FW: Digital/Data

Kelly, Glenn, for info. We believe this is going out today. Checking with Lisa on details. Sidewalk is mentioned in the second paragraph of the Charter along with Facebook and Cambridge Analytica, in connection with public concerns over data.

  
 Gerard


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**From:** Setlakwe, Lisa (IC)  
**Sent:** May 20, 2019 8:44 PM  
**To:** Beaudoin, Alain <[alain.beaudoin@pco-bcp.gc.ca](mailto:alain.beaudoin@pco-bcp.gc.ca)>; Bilodeau, Francis <[Francis.Bilodeau@tbs-sct.gc.ca](mailto:Francis.Bilodeau@tbs-sct.gc.ca)>; Peets, Gerard (INFC) <[gerard.peets@canada.ca](mailto:gerard.peets@canada.ca)>; Ryan, Annette (FIN) <[annette.ryan@canada.ca](mailto:annette.ryan@canada.ca)>; Othmer, Nancy <[Nancy.Othmer@justice.gc.ca](mailto:Nancy.Othmer@justice.gc.ca)>  
**Cc:** Lynch, Erin (IC) <[erin.lynch@canada.ca](mailto:erin.lynch@canada.ca)>  
**Subject:** Digital/Data

*Good evening all,*

*I just wanted to share the latest in advance of our planned announcement tomorrow on a digital charter, following the PM announcement in Paris. Our substantive public pieces*

*will be a discussion paper on PIPEDA reform, as well as a report which talks about what we heard during our consultations and then outlines how ISED is living out the principles through its work.*



*Please don't hesitate if you have any questions, and I look forward to continuing to work with you on this file.*

*Hope you all had a nice long weekend*

*Lisa*



**From:** Faraday-Smith, Nancy (INFC)  
**To:** Campbell, Glenn (INFC); Tippins, Shawn (INFC)  
**Subject:** Re: "Urbanism Under Google: Lessons from Sidewalk Toronto"  
**Date:** May 21, 2019 8:11:53 AM

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Will do.

Sent from my BlackBerry 10 smartphone on the Rogers network.

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**From:** Campbell, Glenn (INFC)  
**Sent:** Tuesday, May 21, 2019 7:26 AM  
**To:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)  
**Subject:** Fw: "Urbanism Under Google: Lessons from Sidewalk Toronto"

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Pls review asap

Glenn Campbell

613 941 0722 (w)

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**From:** Eyre, Jennifer (INFC)  
**Sent:** Monday, May 20, 2019 11:25 PM  
**To:** Peets, Gerard (INFC); Campbell, Glenn (INFC)  
**Subject:** Fwd: "Urbanism Under Google: Lessons from Sidewalk Toronto"

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Sent from my iPhone

Begin forwarded message:

**From:** [REDACTED]  
**Date:** May 20, 2019 at 3:53:31 PM GMT-4  
**To:** "Rochon, Paul (FIN)" <paul.rochon@canada.ca>, "Gillis, Kelly (IC) (kelly.gillis@canada.ca)" <kelly.gillis@canada.ca>, "Mendelsohn, Matthew" <Matthew.Mendelsohn@pco-bcp.gc.ca>, "Peter Wallace (Peter.Wallace@tbs-sct.gc.ca)" <Peter.Wallace@tbs-sct.gc.ca>, "Knubley, John (IC)" <john.knubley@canada.ca>, "david.mcGovern@canada.ca" <david.mcGovern@canada.ca>  
**Subject:** "Urbanism Under Google: Lessons from Sidewalk Toronto"

[https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3390610](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3390610)

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Gillis, Kelly \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Cc:** [Eyre, Jennifer \(INFC\)](#)  
**Subject:** Fw: Inside the mysteries and missteps of Toronto's smart-city dream  
**Date:** May 19, 2019 12:45:37 PM

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Glenn Campbell

613 941 0722 (w)

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**From:** [REDACTED]  
**Sent:** Sunday, May 19, 2019 10:33 AM  
**To:** Campbell, Glenn (INFC)  
**Subject:** Fwd: Inside the mysteries and missteps of Toronto's smart-city dream

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Begin forwarded message:

**From:** Glenn Campbell [REDACTED]  
**Date:** May 19, 2019 at 10:32 AM  
**To:** Glenn Campbell <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>  
**Subject:** Inside the mysteries and missteps of Toronto's smart-city dream

Inside the mysteries and missteps of Toronto's smart-city dream

<https://www.theglobeandmail.com/business/article-inside-the-mysteries-and-missteps-of-torontos-smart-city-dream/>

A look at the Quayside development site, at the foot of Toronto's Parliament Street and Queens Quay East, in April of 2019.

FRED LUM/THE GLOBE AND MAIL

But what made Sidewalk's proposal unique were the inventions that conjured images of the Jetsons. In a nearly 200-page document, Sidewalk described intersections that could be laced with sensors to recognize pedestrians with disabilities and extend crossing times. Buildings could be powered by artificial-intelligence software to heat and cool only when necessary, reducing energy costs across the community. Freight and waste could be transported underground, freeing up city streets.

By arranging buildings carefully to produce comfortable "microclimates" – with sheltering canopies and heated pavement – Sidewalk said it could double the daylight hours in which it is comfortable to be outside in Toronto's climate. Self-driving buses

could replace private cars.

Behind all of these “smart city” inventions would be throngs of sensors installed on everything from traffic lights to garbage bins. Sensors pick up data, data can form patterns, and patterns can reveal unexpected aspects of city living that could be made easier with even more technology. Cities are ripe for this kind of innovation, and if everything went according to plan, Toronto could be branded as a world leader in city building.

But the project would also generate vast amounts of valuable data. The big question: Who would benefit most from the redevelopment – the city and its residents and businesses, or the disruptors behind it?

Much depended on the exact terms of the deal with Sidewalk. In unwittingly creating questions about the fairness of the process that gave Alphabet the project, Mr. Trudeau’s words became the first misstep in a project that has drawn global attention and scrutiny.

In the 19 months since the announcement, missteps and gaffes have multiplied, plans have been scaled back and there are calls for the project to be cancelled and the procurement process restarted. A growing number of people close to the original decision have come forward with concerns, and more than a half-dozen senior leaders and advisers have resigned from Waterfront and Sidewalk, or been fired in direct connection with the project.

Concerns about privacy and what Sidewalk would do with the data – which any tech critic would have about any smart-city proposed by any company – have only grown over time. A final plan still hasn’t been made available to the public or Waterfront’s board, which is scheduled to vote later this year on whether the project will actually go forward. If they approve it, all three levels of government will still get a final say. Shifting plans about the scope of the project, meanwhile, have also raised questions about the company’s endgame.

Within Alphabet, Sidewalk is tiny – a risky but promising investment for one of the world’s richest companies. But Google and its owner have built an extremely profitable business based on gathering information about people and using it to sell advertising targeted at them. With access to huge pools of data from Quayside, followers of the company believe, it will surely find new ways to create valuable new products. But is what’s good for Alphabet good for the citizens of Toronto and the Canadian tech sector?

Many governments over many decades have tried to transform Toronto’s waterfront into a go-to destination.

The Toronto Waterfront Revitalization Corp. was created by Ottawa, Ontario and Toronto in 2001 to, in part, try to resolve jurisdictional disputes between them. Tasked with reimagining 2,000 acres of Toronto’s downtown lakeshore, the agency now known as Waterfront Toronto has led the rebuilding of Queens Quay and spurred developments such as the Canary District near the mouth of the Don River.

At the foot of Parliament Street sits an underused area that Waterfront Toronto largely owns. According to an appraisal of the Quayside lands by MacKenzie Ray Heron & Edwardh provided to The Globe by former Waterfront board member Julie Di Lorenzo, the parcel’s market value could be as much as \$570-million.

When a San Francisco-area real estate specialist named Will Fleissig was named

CEO in 2016, management wanted to try something new with the land. They floated the idea of a pilot project to attract private investment to generate new approaches to urban planning, likely with new technologies baked in.

The right partner might also be offered a chance to expand across the eastern waterfront if Quayside was a success. “Presumably, if we were successful, we could share those lessons with our governments, with other cities across Canada and potentially the world,” Mr. Fleissig said in an interview.

Before the procurement process for Quayside opened, Waterfront explored the marketplace for potential bidders – including Sidewalk, thanks to a Waterfront employee who used to work in New York and knew its leadership. Early on, however, Mr. Fleissig raised concerns that have continued to dog the project. “Google has purportedly told other candidate communities that they want to control ALL data in this demonstration project area. Could present privacy issues and control issues,” he wrote in an internal e-mail in July, 2016, according to a later report by Ontario’s Auditor-General, Bonnie Lysyk.

The late 2018-report looked at how Waterfront Toronto sought bidders, and suggested that a handful of them – singling out Sidewalk – were given an advantage when they received some information before the request-for-proposals process opened in March, 2017.

Six contenders eventually submitted bids, and three were named finalists. Staff and outside experts selected Sidewalk as the winner by mid-September, 2017, pending approval by Waterfront’s board. It is made up of directors appointed by the federal, provincial and municipal governments, and it has a real estate-focused subcommittee.

A board meeting scheduled for Oct. 20 was pushed up to Oct. 16 so that, if directors approved a Sidewalk partnership, it could be announced the following day with Mr. Trudeau as well as Alphabet and Sidewalk executives in attendance. The event would fit all of their schedules.

Four sources familiar with the process, whom The Globe granted anonymity because they were not authorized to speak publicly, describe the week prior to the vote as extremely rushed, giving board members insufficient time to review details for such an important project. The Auditor-General’s report offers further context, quoting an internal e-mail that said the board was being “urged – strongly” by the federal and provincial governments to approve the agreement.

The board voted to proceed with the agreement on Monday, Oct. 16. Three members were not available to vote and Ms. Di Lorenzo, who has since become an outspoken critic of the project, was the sole dissenting director. She has since called the rushed vote “unconscionable.”

Another person close to the decision said that the directors were not equipped to deal with the depth of technical issues so quickly. Regarding these concerns, Waterfront’s chief development officer, Meg Davis, said “no one was compelled to vote in favour, and yet there was only the one dissenting vote.”

By 11 a.m., just 25 minutes after that meeting adjourned, the Prime Minister’s communications staff had already sent Mr. Trudeau’s remarks for the next day’s announcement for policy-staff approval.

The Prime Minister’s Office says Quayside’s procurement was operated independently of Ottawa. However, an undated memo from the Privy Council Office obtained through an Access to Information request shows it had a strong interest in

Sidewalk winning. A staffer wrote that such a result “complements federal efforts to grow Alphabet/Google partnerships and operational footprint in Canada.”

With the partnership agreement kept under wraps, the first nine months of the Quayside partnership left the public with a number of questions about the data that future residents of Quayside would generate. Privacy is an obvious concern, though both Sidewalk and Waterfront have promised to go beyond the letter of the law.

But data these days is also money. If Sidewalk wanted to load this new community with sensors, how might all that data get used?

Some smart-city technologies are developed by cities themselves, such as Barcelona’s apparkB. It uses ground sensors to collect data to identify empty parking spots and directs drivers to them. The goal is to reduce emissions and it has added to civic revenue with an extra 4,000 parking permits a day.

In Toronto, a small Kitchener-based company, Miovision, has supplied technology that collects data about people, bikes and traffic going through intersections. It has been used to measure traffic along King Street during a pilot project that persuaded city council to make the road a dedicated transit corridor for streetcars – while at the same time helping make Miovision’s own technology more efficient.

But Alphabet is not your average company. Its stock market capitalization is approaching US\$1-trillion after two decades of digital innovations built on our use of the internet and places we take our cellphones.

Along with Facebook, its main competitor in the digital advertising business, Alphabet has faced scrutiny over its role in allowing misinformation on its platforms (which include YouTube), along with a growing number of privacy breaches that point to lax protection of personal information.

Both companies have vowed to step up efforts to protect data privacy in recent weeks, but for some critics, it’s too late. A number of Sidewalk observers worry that the young, Google-affiliated company could bring similar privacy risks to other cities. “Any time that there have been tough questions about what the role of data is going to be in this place, and how is that going to create value, Sidewalk has turned and run, rather than do the dirty work of engaging with their critics,” says Anthony Townsend, author of the book *Smart Cities: Big Data, Civic Hackers, and the Quest for a New Utopia* – and who in 2016 did contract work for Sidewalk.

Quayside has also added fuel to a quieter debate over intellectual-property sovereignty. In the early days of the project, Canadian tech leaders began to raise questions about whether it would benefit local companies trying to expand the country’s digital economy.

Apart from traditional real estate, much of the neighbourhood’s value would be derived from products commercialized as intellectual property, or IP, built off the information all of those sensors would collect on residents.

Pedestrian patterns could yield new predictive stoplight technology for use around the world. Data from heat sensors could inspire someone to rethink window design. Even garbage analysis could reveal consumption patterns to better design supply chains. Companies or agencies that commercialize and license their inventions to other organizations can reap profits for decades.

The Toronto lot where Quayside would be developed.

FRED LUM

So who would get the benefit from Quayside – Alphabet or Canada?



No one could get a clear answer at first, since the initial agreement was kept from the public. But within months, several Canadian tech leaders, including BlackBerry co-founder Jim Balsillie, began to speak out about what they saw as a raw deal for the country.

"If we were going to pump billions of dollars worth of oil to a private company, we would probably have a public debate over whether it's fair to give that away for free or try to monetize it to the public benefit," said Kurtis McBride, Miovision's CEO, in February, 2018.

Mr. Doctoroff, Sidewalk's CEO, said that month that the company had a few ideas. He promised to form partnerships with local innovators and suggested Sidewalk might house data in an independent trust. Such a trust could let third parties submit applications to collect or make use of the neighbourhood's data, which would be anonymized to remove information that could be used to identify individuals. Sidewalk formally proposed such a solution months later.

Still, questions linger. Mr. McBride recently warned that citizens needed to think about how to value the data and charge for it as a raw material – especially when Silicon Valley companies such as Alphabet want access to it. Adding smart-city data to their already massive pools of information would make them richer, faster. For smaller companies, Mr. McBride compares it to playing a game of poker with someone who already knows what cards will be dealt.

"If you're the city, you don't perceive the value of your data because you don't see it in the context of all the other data that they have," Mr. McBride said in a recent interview. "You might be inclined to give it away for free, or give it away in exchange for someone paying for your transit. But in the meantime the thing you gave away is worth 100 times to them what it would be worth to you."

Over the past two decades, Google has turned its core mission – to make the world's information more accessible – into one of the world's most valuable businesses. Through search, e-mail and more, Google set the precedent for monetizing how people move about the internet, improving not only the services themselves but the efficiency of its targeted advertising.

It also has a history of helping people move about the real world, too, most prominently with its mapping software – which it lately has been monetizing with more and more local ads. The company has been working with city data since at least 2005, when it helped Portland develop systems for organizing transit data that now serve as a global standard.

Close to 85 per cent of Alphabet's revenue comes from Google's ad business. Last month, the company's latest quarterly earnings report said Google posted its slowest revenue growth in three years. With competition for digital advertising growing, the company has long been looking for its next big revenue stream, be it by delivering internet via balloon or curing age-related diseases.

In 2015, the same year Google restructured into the holding company Alphabet, it announced a more direct, deliberate push into cities: Sidewalk Labs. In a since-deleted blog post, Google co-founder and now-Alphabet CEO Larry Page wrote that while many municipalities were adopting individual technologies, "a lot of urban challenges are interrelated," requiring thinking of cities as complex interconnected systems that need big-picture innovations.

The Sidewalk Labs office, seen below the Gardiner Expressway in Toronto.

FRED LUM/THE GLOBE AND MAIL

Since arriving in Toronto in 2017, Sidewalk staff have made efforts to distance themselves from Google. Sidewalk's head of product, Prem Ramaswami, once joked at a Waterfront Toronto meeting that he had to resign from Google to take his new job dreaming up urban technologies. John Brodhead, a policy and strategy director, likes to point to a sign at his desk that asks, "Do I look like Google?"

The connection between Sidewalk and its parent is more nuanced than that. Sidewalk's CEO, Mr. Doctoroff, regularly cites Alphabet's "patient capital" as the investment that will drive its ambitions in Toronto.

Google remains Alphabet's chief source of cash, bringing in 99.6 per cent of Alphabet's US\$137-billion in revenue last year. Some Sidewalk companies registered in Canada even list a Google leader as a director.

Much of this would lead a layperson to believe that Sidewalk would follow in Google's footsteps as a company that makes money off of technology. After all, much of the company's publicly available response to Waterfront's request-for-proposals was about its "vision" – one that made nearly as many references to "technology" as it did "development" – and included ideas as specific as robotic garbage sorting and as sweeping as "enabling the infrastructure to be software-upgradable."

At public speeches and consultations over the following months, Mr. Doctoroff and his team of New York and Toronto-based executives have focused more on tech concepts such as relieving parking congestion, and design opportunities such as tall wood-framed buildings, than on specific details about how it would make money for Alphabet.

But after months of public debate over privacy and control of the data the company has gradually but significantly played down the role it, and its own technology, would play in Quayside.

The RFP response opens by describing Quayside as a kind of platform with a sensor-driven "digital layer" to collect data on the neighbourhood in order to learn from it. But a Sidewalk spokesperson said recently that it had "substantially moved away" from that approach.

In interviews with The Globe and in numerous public appearances, Mr. Doctoroff has described new technologies as a distant-third revenue source after real estate development and infrastructure financing.

"The business model here is not founded on the use or selling of data ... it's a real estate development at its core," Mr. Doctoroff told The Globe the week the project was announced, in October, 2017. "There may be places where we develop technologies first for this place that can be commercialized elsewhere. We think there are interesting opportunities."

Dan Doctoroff, CEO of Sidewalk Labs, with the Quayside development site behind him.

FRED LUM

Mr. Doctoroff was forced to get more specific when an internal Sidewalk report to Alphabet obtained by the Toronto Star and The Globe revealed the company had already been outlining a detailed vision that spanned well beyond the Quayside site – including helping to fund transit and other infrastructure in the area. It has even been in preliminary talks with other investors, including Ottawa's Canada Infrastructure Bank.

In return for its investment, however, Sidewalk wrote that it wanted a slice of traditionally city-destined revenues, including property taxes and development fees. Even at Waterfront Toronto, some of these details came as a surprise. "I would say it wasn't what I anticipated from the RFP," said Waterfront's Ms. Davis.

Mr. Doctoroff says the plan is similar to one he helped design as deputy mayor of New York under Mayor Michael Bloomberg in the early 2000s. It assisted in the redevelopment of the long-dormant Hudson Yards site in Manhattan by attracting investors to buy bonds to finance infrastructure.

"Responding to an RFP, people are looking for ideas of what you might do ... [versus] a plan where you're actually going to be held accountable to it, are two pretty different things," Mr. Doctoroff told The Globe's editorial board. At a Canadian Club event last month in Toronto, he described Sidewalk's strategic shift as "planning out in the open."

But with no final agreement yet in place, skeptics still worry that Sidewalk could walk away with world-changing technologies while Torontonians hand over pieces of the public sphere to a private company. Even to analysts who follow its parent company closely, Sidewalk remains something of a black box.

"Alphabet offers very little information about its various businesses, and investors have continually asked for more disclosure for some of the bigger segments," says Mark Kelley, executive director and analyst with Nomura Instinet, who follows the holding company. "Because even some of their largest multibillion [dollar] businesses are opaque, the smaller segments get very little attention from investors, if any. This likely affords Google the ability to be agile with its smaller segments that aren't under the microscope."

Facing the House of Commons access-to-information, privacy and ethics committee last month, Mr. Doctoroff once again sought to dispel fears. "You have to dismiss the notion that our business model has anything to do with Google's, because it really has nothing to do with it," he said. "We have no interest in monetizing personal information."

Sidewalk is expected to deliver a draft of a final Quayside agreement by June. Mr. Doctoroff said it will be "painfully transparent" about the company's business model, which he called "the single most complicated model of all time, because you've got all these different forces that are kind of playing to make this thing actually develop consistent with the aspirations we and Waterfront Toronto, the government partners, have."

Waterfront Toronto plans to make it public within a week of receiving it, kicking off months of public consultation and revisions before its board votes on whether to actually go ahead with the partnership.

Ontario Premier Doug Ford's government reshaped Waterfront Toronto's board last December by firing three directors. It's now expected to take a more hawkish view of Sidewalk's plans. The new chair, developer Stephen Diamond, says he is frustrated with assertions Sidewalk has made without the agency's vetting.

Between the whims of its board and the results of public consultations, even if the deal does go forward, Waterfront Toronto could radically reshape Sidewalk's plans. Those plans continue to court concerns. An internal progress report last November said the company believes Mr. Balsillie is orchestrating the majority of negative media coverage and activist opposition to the project.

But many other critics have also raised concerns about the project's origins,



governance, potential data collection and privacy implications. They include Toronto's mayor; Ontario's Auditor-General and Infrastructure Minister; federal Innovation Ministry staff; current and former Quayside advisers, including decorated academics; intellectual-property lawyers; and the Canadian Civil Liberties Association, which has filed a lawsuit against Waterfront Toronto and all three levels of government.

Those ranks also include some of the world's most prominent technology scholars. Shoshana Zuboff, author of this year's acclaimed book *The Age of Surveillance Capitalism* – which argues that Google's monetization of human behaviour leaves most humans behind, bastardizing capitalism's initial intentions – now argues that Sidewalk is using data to circumvent democratic city-building.

Ms. Zuboff cites Barcelona as a strong smart-city example. "The whole approach there is: 'We want the advantages of data to improve life in the city, improve the efficiency and livability of the city, improve the economics of the city' – all of the reasons why one would want the smart city" she says. The story of Quayside, she continues, is different. "The pitched battle of surveillance capitalism is in Toronto," she says.

Recently, Ms. Zuboff has joined the ranks supporting #BlockSidewalk, the growing group that's calling for a "fresh start" to Toronto's smart-city quest by cancelling the partnership and building a smart city with policy first. For now, she says, "this is a story of private capital displacing democratic government for the sake of commercial goals."

So far, Canada has no meaningful policies around smart cities. Experts say Quayside has prompted a series of conversations about technology and urban planning that Canadians, and others worldwide, should have. Especially with cities as a new frontier, "technology's not going to stop evolving," says Robert Siegel, a Stanford University lecturer in strategy and innovation who has spent time with Alphabet management for case studies.

Sidewalk's plans have also shifted over time, and Mr. Siegel says, could best be seen as a sign of good faith. Alphabet, he says, is "smart enough to figure out which way the winds are blowing. ... What's the best thing for them ... to talk about putting the 'digital layer' in? It sounds selfish and self-centred and big-brother-y. Or they can say, 'Wait a minute. Let's help this area get developed.' If that happens, the rising tide raises all boats. Technology is still going to happen. And therefore, they will benefit from it."

Mr. Doctoroff, for his part, remains undaunted. "There's been nothing that we have seen nor heard over the course of ... more than a year that ... hasn't convinced us that this is the right place, and that if we can do it here and make it successful and convince people, we together can have a truly, truly historic impact."

**From:** Campbell, Glenn (INFC)  
**To:** [REDACTED]  
**Subject:** FW: Google Meet - Can you join so you can see the slides?  
**Date:** May 13, 2019 10:53:00 AM  
**Attachments:** [image001.png](#)

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**From:** Kristina Verner [mailto:KVerner@waterfronttoronto.ca]

**Sent:** May 13, 2019 10:41 AM

**To:** Campbell, Glenn (INFC)

**Subject:** Google Meet - Can you join so you can see the slides?

[meet.google.com/wwk-vipi-znz](https://meet.google.com/wwk-vipi-znz)

kristina verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED] [kverner@waterfronttoronto.ca](mailto:kverner@waterfronttoronto.ca) | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto

**From:** Faraday-Smith, Nancy (INFC)  
**To:** Campbell, Glenn (INFC)  
**Cc:** Mitchell2, Lisa (INFC); Boudreau, Marcia (INFC)  
**Subject:** RE: CIB and WT  
**Date:** May 9, 2019 5:14:00 PM

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ATIA - 19(1)

Glenn,

As per [REDACTED] today, the following individuals from SWL were present at the recent meeting they had with CIB:

- Mark Ricks, Investment Associate
- Jonathan Winer, Head of Investments and Partnerships
- Trista Miller, Associate Director, Investments
- Michael Shapiro, Investment Associate

Their bios are all here:

<https://www.sidewalklabs.com/team/>

Let me know if you would like any further info.

Nancy

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** May 1, 2019 12:40 PM  
**To:** Mitchell2, Lisa (INFC)  
**Cc:** Campbell, Glenn (INFC) ; Boudreau, Marcia (INFC)  
**Subject:** CIB and WT

Lisa,

For awareness, [REDACTED] emailed me seeking a quick call on WT/SWL, saying [REDACTED] like to get a bigger picture perspective. We're scheduled to speak at 4:30 today. I've invited Shawn and Irmeen to join and will share a debrief. Let me know if any questions.

Nancy

**From:** Faraday-Smith, Nancy (INFC)  
**To:** Campbell, Glenn (INFC)  
**Cc:** INFC.O IPI.admo-BSMA.IPI O.INFC; Tippins, Shawn (INFC); Khan, Irmeen (INFC)  
**Subject:** RE: today's call with WT  
**Date:** May 6, 2019 10:34:27 AM  
**Attachments:** image001.png

Will do

**From:** Campbell, Glenn (INFC)  
**Sent:** May 6, 2019 10:34 AM  
**To:** Faraday-Smith, Nancy (INFC)  
**Cc:** INFC.O IPI.admo-BSMA.IPI O.INFC ; Tippins, Shawn (INFC) ; Khan, Irmeen (INFC)  
**Subject:** Re: today's call with WT

Let's reschedule then pls

Glenn Campbell

613 941 0722 (w)

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Monday, May 6, 2019 10:32 AM  
**To:** Campbell, Glenn (INFC)  
**Cc:** INFC.O IPI.admo-BSMA.IPI O.INFC; Tippins, Shawn (INFC); Khan, Irmeen (INFC)  
**Subject:** FW: today's call with WT

Glenn –

As per below, Meg [REDACTED] is not available for the 1pm weekly call with WT. Do you still want to proceed with Ed and Kristina or reschedule?

Nancy

**From:** Edward Chalupka [REDACTED]@waterfronttoronto.ca]  
**Sent:** May 6, 2019 9:14 AM  
**To:** Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>  
**Cc:** Kristina Verner <KVerner@waterfronttoronto.ca>  
**Subject:** today's call

Nancy –

When we spoke last week I didn't realize that meg [REDACTED]

She will not be on the call this afternoon.

Kristina – are you in today? Assuming you are - do we want to have the call with the Glenn, Nancy et all with just the two of us?

Nancy – your thoughts?

Ed

edward.chalupka | director, government relations | Waterfront Toronto | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONToronto

**From:** [Tippins, Shawn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Campbell, Glenn \(INFC\)](#)  
**Subject:** Media Monitoring - #Block Sidewalk tries to tip scale (T.O. Star)  
**Date:** May 2, 2019 10:43:52 AM

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Donovan Vincent Interviews Bianca Wylie in today's T.O. Star, which highlights the #Blocksidewalk campaign. The article doesn't contain anything new, but does give airplay to a narrative that the relationship between WT and SWL is based on a fundamental power imbalance.

[#Blocksidewalk tries to tip scale](#)

One of the leaders of the group opposed to Sidewalk Labs' tech-driven vision for Toronto's waterfront says there's a power imbalance - "an asymmetry" - between the Google sister firm and the city. "Sidewalk Labs' (parent firm) Alphabet is almost a trillion-dollar company by market capitalization ... there's a factor...

Toronto Star , GT3 - 2019-05-02

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Sookhdeo, Zahira \(Ext.\)](#)  
**Subject:** FW: ADM Briefing #8 - April 29, 2019  
**Date:** April 30, 2019 6:50:00 PM  
**Attachments:** [image001.png](#)

**From:** Ian Beverley [<mailto:IBeverley@waterfronttoronto.ca>]

**Sent:** April 30, 2019 10:49 AM

**To:** Kristina Verner ; 'Tracey Cook' ; Julius Gombos ; Meg Davis ; Leslie Gash ; Jed Kilbourn ; Edward Chalupka ; Erik Cunningham ; Kevin Greene ; Jeff Ross ; Campbell, Glenn (INFC) ; Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC) ; 'Redish, Adam (MOI)' ; 'Wendy.Ren@ontario.ca' ; David Stonehouse

**Cc:** Christopher Glaisek ; Pina Mallozzi ; Jayne Naiman ; Lisa Taylor ; Catherine Murray ; Michael Nobrega ; Carol Webb ; Katie Andrachuk

**Subject:** RE: ADM Briefing #8 - April 29, 2019

At the meeting yesterday, I was asked two questions about the CCLA Application and I have reviewed the answers I gave with our external counsel on the file, McCarthy, Tetrault, and confirm the following:

1. **When do we expect the CCLA Application to be heard?**

Based on the backlog in the Court right now and the number of parties involved and the need to prepare and file evidence, I am advised by McCarthy's that it is unlikely the CCLA Application will be heard by the Court now until the "Winter of 2019 or early 2020 at the earliest".

2. **Will or should the CCLA Application have any impact on Waterfront Toronto's consultation process?**

The CCLA Application should not affect our consultation process at all. We do need to be aware that what is said in the consultation process may be used against us by CCLA and therefore we will want to maintain a clean record of the consultation discussions as we always do. The fact of the ongoing consultations may in fact provide good evidence to support the position that the CCLA's application is premature.

Thank you.

ian beverley | general counsel | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [ibeaverley@waterfronttoronto.ca](mailto:ibeaverley@waterfronttoronto.ca) | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)

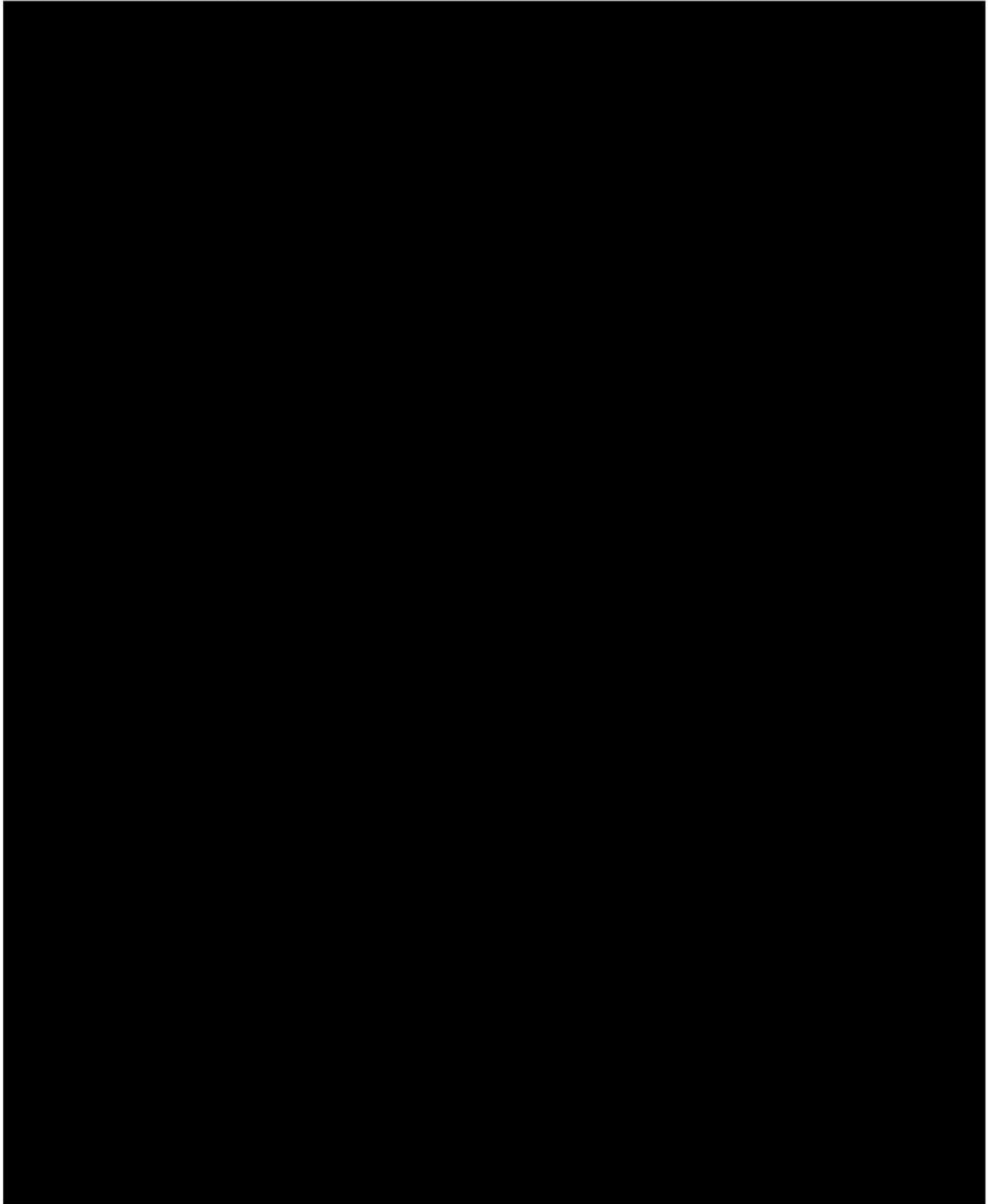


**WATERFRONT**toronto

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Cc:** [Mitchell2, Lisa \(INFC\)](#)  
**Subject:** RE: Pc in Toronto Star on Sidewalk Labs -- also pc on infrastructure related to flooding  
**Date:** April 28, 2019 9:42:00 PM

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Thanks – I have reviewed the dashboards and the other materials sent for tomorrow.



[REDACTED]

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** April 28, 2019 9:16 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Mitchell2, Lisa (INFC)  
**Subject:** Re: Pc in Toronto Star on Sidewalk Labs -- also pc on infrastructure related to flooding

[REDACTED]

Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** Campbell, Glenn (INFC)  
**Sent:** Sunday, April 28, 2019 4:41 PM  
**To:** Faraday-Smith, Nancy (INFC)  
**Cc:** Mitchell2, Lisa (INFC)  
**Subject:** Re: Pc in Toronto Star on Sidewalk Labs -- also pc on infrastructure related to flooding

Ok. Based on what I saw from placemat, there is much to do on planning, unless I missed some documents.

[REDACTED]

Glenn Campbell

[REDACTED]

613 941 0722 (w)

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Sunday, April 28, 2019 4:00 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Mitchell2, Lisa (INFC)  
**Subject:** Re: Pc in Toronto Star on Sidewalk Labs -- also pc on infrastructure related to flooding

Nothing. We should speak. Team and I met [REDACTED] last week and are thinking hard about where [REDACTED] may be able to contribute as was not obvious.

Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** Campbell, Glenn (INFC)  
**Sent:** Sunday, April 28, 2019 2:44 PM  
**To:** Faraday-Smith, Nancy (INFC)  
**Cc:** Mitchell2, Lisa (INFC)  
**Subject:** Fw: Pc in Toronto Star on Sidewalk Labs -- also pc on infrastructure related to flooding

Hi, what has [REDACTED] been tasked to do?

Glenn Campbell

[REDACTED]

613 941 0722 (w)

**From:** [REDACTED]  
**Sent:** Sunday, April 28, 2019 1:47 PM  
**To:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC); Khan, Irmeen (INFC)  
**Cc:** Campbell, Glenn (INFC); Mitchell2, Lisa (INFC)  
**Subject:** Pc in Toronto Star on Sidewalk Labs -- also pc on infrastructure related to flooding

Nancy



In the print copy of today's (Sunday's) Toronto Star, there is a long article on page A4 entitled "Sidewalk Labs symbols aim to decode tech: System to normalize intrusive forms of surveillance, critics say".

In the digital version of the newspaper, there is also an article on the following topic but I could not open it as I had used up my quota of 10 free articles this month.

- **CANADA**

**Consider climate impact on infrastructure suffering repeated flooding: experts**

Regards,



**Page(s) 20 to 21  
are withheld  
pursuant to paragraph  
21(1)(a), 21(1)(b) & 23  
of the *Access to Information Act***

**\*\*\*\***

**La/les page(s) 20 à 21  
Font l'objet d'une exception totale  
conformément aux dispositions de paragraphe  
21(1)(a), 21(1)(b) & 23  
de la *loi sur l'accès à l'information***

**From:** [Tippins, Shawn \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#); [Khan, Irmeen \(INFC\)](#)  
**Subject:** Media Monitoring: Facebook court case (CBC); #BlockSidewalk (The Nation)  
**Date:** April 26, 2019 10:21:23 AM

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Today's Media Monitoring contains an in-depth article from the Nation on the #BlockSidewalk campaign and its public meeting held last week (150 people). The article reports that MP Adam Vaughan was in attendance and is quoted as stating that Canada lacks a legal or policy framework around data and collective privacy. ( See full quote below). Also the CBC and *iPolitics* are reporting on how the Federal and BC Privacy Commissioners are taking Facebook to court following the release of a joint report on their investigation related to the Cambridge Analytica/Facebook data breach. The court case contends that Facebook broke a number of federal and B.C. laws by Failing to obtain valid and meaningful consent of installing users; Failing to obtain meaningful consent from friends of installing users; Having inadequate safeguards to protect user information; and Failing to be accountable for the user information under its control.

The CBC article also states that both the federal and BC privacy commissioners are using the report call for stronger sanctioning powers for provincial and federal privacy regulators, including the ability to levy meaningful fines. Notably, **Democratic Institutions Minister Karina Gould** is quoted by the CBC as saying the government is open to bringing in regulations and **"all options are on the table."** But with an October election fast approaching, Gould is left with little legislative runway. **"We will have more to say in the coming weeks,"** she told CBC's Power & Politics. **"We understand that the time of self-regulation is coming to an end. Governments around the world are realizing and understanding, as are citizens around the world, as to how these social media companies, these digital platforms, have been using data and how they have also been manipulated by malicious actors."**

Quote from Adam Vaughan to *the Nation* at #BlockSidewalk public meeting:

"...Adam Vaughan, the member of Parliament who represents Toronto's eastern waterfront at the federal level, attended the meeting. His biggest concern, he said, is "this notion of surveillance capitalism—data harvesting and how public life is being turned into private wealth." ... "He pointed out that Toronto as a city, and Canada as a country, **lacks a legal or policy framework around data and collective privacy**. "One of the concerns you hear from the data companies in this city is that they're afraid Google's going to come in and knock them out of the market," Vaughan said.

Sidewalk's proposal has helped spur this conversation; following the February leak, City Council approved a motion to develop a municipal policy framework governing digital infrastructure.

[#BlockSidewalk's War Against Google in Canada](#)

In October 2017, Sidewalk Labs, a subsidiary of Google's parent company, Alphabet, announced a partnership with the government agency Waterfront Toronto to map out a data-driven "smart city" on a parcel of land on Toronto's derelict eastern waterfront, including 3.3 million square feet of residential and commercial space and a...

The Nation - 2019-04-25 14:32 (EST)

[Federal, BC privacy watchdogs to release joint report on Cambridge Analytica/Facebook data breach](#)

Canadians are about to find out just how much of their personal data may have included in the terabytes of confidential Facebook records targeted for unauthorized access by now-defunct UK-based political consulting firm Cambridge Analytica. Later this morning, the office of federal privacy watchdog Daniel Therrien will team up with British...

*iPolitics* - 2019-04-25 14:31 (EST)

[Privacy watchdog taking Facebook to court, says company breached privacy laws](#)

Canada's federal privacy watchdog plans to take Facebook to court following an investigation that found the social media giant broke a number of privacy laws and failed to take responsibility for protecting Canadians' personal information. "Canadians are at risk because the protections offered

by Facebook are essentially empty," said Privacy Commissioner...  
CBC News - 2019-04-26 06:39 (EST)

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Redish, Adam \(MOI\)](#); [David Stonehouse](#)  
**Cc:** [Ren, Wendy \(MOI\)](#); [Marrin, Kyla \(MOI\)](#); [Faraday-Smith, Nancy \(INFC\)](#)  
**Subject:** Re: SWL and WT briefing last week  
**Date:** April 24, 2019 12:56:23 PM

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ATIA - 21(1)(a)

Adam, would welcome and agree to a call.

Glenn Campbell

613 941 0722 (w)

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**From:** Redish, Adam (MOI)  
**Sent:** Wednesday, April 24, 2019 11:20 AM  
**To:** Campbell, Glenn (INFC); David Stonehouse  
**Cc:** Ren, Wendy (MOI); Marrin, Kyla (MOI)  
**Subject:** SWL and WT briefing last week

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Good morning David and Glenn – sorry to have missed the SWL/WT briefing last week –

I had a chance to get a de-brief from Wendy and review the deck that was handed out.

If you are amenable to that, my office will set up 45 mins in the next week or so....  
Let me know your thoughts.

Thx  
ar

**From:** [Tippins, Shawn \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#); [Khan, Irmeen \(INFC\)](#)  
**Subject:** Media: Maclean's: "Jim Balsillie has emerged from retirement with a mission to save Canada's tech sector"  
**Date:** April 24, 2019 10:39:51 AM

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Hi - big profile piece on Jim Balsillie in Maclean's today – centered his opposition to the Quayside project and looking at the origins and evolution of his rationale for Canadian economic nationalism focused on the importance of retaining domestic IP (in which he attributes his 'radicalization' to a speech given 6 years ago by Kevin Lynch following the collapse of NorTel). On the Quayside project the article notably states:

"Balsillie has been far more blunt with the officials overseeing the Sidewalk proposal: With the global smart-city market worth over a trillion dollars, and its growth driven by data, algorithms and smart sensors, Canada, he predicts, will watch helplessly as Alphabet, with its army of lobbyists and publicists, makes off with all the exceptionally valuable IP generated in Toronto, while dictating the rules allowing this massive exodus of innovation to occur. "We picked the vendor before the framework," he states. "One slip of the pen and the whole thing is gone."... "In response to criticism from Balsillie and others, Sidewalk and Waterfront Toronto officials have repeatedly stressed that the project will adhere to Canadian privacy laws and any data their systems generate will be managed by a yet-to-be-established public organization with a mandate to ensure security and equitable access."

The article also has quotes from DSAP panelist Teresa Scassa. Other Media monitoring has picked up the CCLA legal action and reiterates previous reporting

[Jim Balsillie has emerged from retirement with a mission to save Canada's tech sector](#)

In February, when the Toronto Star and the National Observer both published confidential planning documents prepared by Sidewalk Labs, critics pounced on the revelations about the ambitious project's scale. For over a year, the Alphabet/Google smart-city subsidiary, and Waterfront Toronto, the agency managing the project, insisted it would be limited...

Macleans - 2019-04-23 09:30 (EST)

[Privacy anxieties hounding Toronto's Quayside development](#)

Privacy anxieties hounding Toronto's Quayside development A civil liberties group has called for a judicial review of the Quayside project by Sidewalk Labs in Toronto, amid long-standing concerns about data privacy and the smart city's sensor-laden design. The Canadian Civil Liberties Association along with Toronto resident Lester Brown, filed an application...

Mortgage Broker News.ca - 2019-04-24 09:45 (EST)

**From:** Campbell, Glenn (INFC)  
**Sent:** April 24, 2019 7:45 AM  
**To:** Gillis, Kelly (INFC); Peets, Gerard (INFC)  
**Cc:** Eyre, Jennifer (INFC); Faraday-Smith, Nancy (INFC)  
**Subject:** Jim Balsillie has emerged from retirement with a mission to save Canada's tech sector

Macleans.ca  
Words: 2,161

## **Jim Balsillie has emerged from retirement with a mission to save Canada's tech sector**

by: John Lorinc

In February, when the *Toronto Star* and the *National Observer* both published confidential planning documents prepared by Sidewalk Labs, critics pounced on the revelations about the ambitious project's scale. For over a year, the Alphabet/Google smart-city subsidiary, and Waterfront Toronto, the agency managing the project, insisted it would be limited to a 12-acre parcel of land called Quayside near downtown Toronto. The documents, however, suggested that Sidewalk's plans extended to a sprawling and mostly fallow dead zone known as the Port Lands. (The company said they were preliminary.)

But the leaked presentation included another intriguing morsel—one that generated less reaction yet revealed much about how the company, headed by former New York deputy mayor Dan Doctoroff, views the controversy that has dogged its plans since they first became public in October 2017.

According to the media accounts, a slide entitled "Shaping Public Opinion" included this chestnut about the media's treatment of Sidewalk's plans: "The majority of the negative press coverage," it said, "is rooted in an anti-global-tech-giant narrative being spun by former RIM co-founder Jim Balsillie and disseminated through the Council of Canadian Innovators" (the tech business council that Balsillie chairs).

It was an impressively paranoid assessment, but one not far off the mark.

### **READ: Google's Sidewalk Labs project in Toronto is already creating jobs in New York**

The man who appointed himself the ghost in Sidewalk Labs' machine doesn't quite belong in the pantheon of supernova tech celebrities like Steve Jobs or Mark Zuckerberg. But as co-founder of the firm that invented smartphones, Balsillie qualifies as bona fide tech-industry royalty and a household name in Canada. Of course, he was also at the wheel of the Waterloo hardware giant when it was aggressively dethroned, first by Apple and then by the other electronics manufacturers that built devices around Google's Android operating system.

Since stepping aside in 2011, Balsillie has tended to his think tank, the Centre for International Governance Innovation (CIGI) and dabbled in pet projects, such as the Harper government's quest to find the shipwrecks from Sir John Franklin's expedition through the Northwest Passage. (BlackBerry, meanwhile, has reinvented itself as a profitable network security company.)

In the past 20 months, however, he has emerged from retirement, full of righteous indignation informed by a tech-y variation of economic nationalism.

Balsillie has inserted himself into the middle of a high-stakes fight that involves domains-land use planning and municipal government—he'd never pondered.

But the prospect of the world's largest data company having virtually free rein to use Toronto's waterfront as its testing zone for data-gathering technology—and doing so while Europe is seeking to limit the power of Facebook and Google—grabbed his attention. As he says, "I was taken aback that we would, without proper expertise, capitulate and give that much power to a foreign firm, just as the rest of the world is pushing back."



Today, Balsillie-together with a small army of emissaries-is using the Sidewalk Labs melodrama as a cudgel with which to bash the Trudeau government's "innovation agenda," the centrepiece of the Liberals' jobs and investment strategy.

It includes hundreds of millions for venture capital funds, "superclusters," academic research, R & D tax credits, as well as policies such as fast-tracked visa applications for international graduate students (the latter was Ottawa's way of exploiting the Trump administration's xenophobia). Trudeau himself loves to schmooze the technorati, and was unusually visible when Sidewalk made its splashy debut in October 2017.

The Liberals' innovation plan targets tech communities in Toronto, Waterloo, Montreal, Vancouver and Edmonton-a subculture that includes venture capitalists, artificial intelligence gurus and all those millennial tech entrepreneurs who (to Balsillie's dismay) dream of selling their startups to U.S. behemoths like, well, Google.

### **ALSO: How Jim Balsillie plans on selling the North**

Balsillie has personally expressed his concerns to both Trudeau and Navdeep Bains, the minister of innovation, science and economic development. While he lauds Bains for being willing to talk, Balsillie still believes that much of what the government is doing simply misses the mark. "Here we are in 2019, and we still don't have an innovation strategy."

**Balsillie has waged** his two-front battle against Sidewalk and the Liberals' innovation policies from a secluded and sprawling compound in a hilly, rural area north of Guelph, Ont.-a spot about equidistant from the tech hub in downtown Waterloo and its counterpart in downtown Toronto.

One damp, grey day in mid-March, a small bulldozer trundles around the muddy property, much of which is under construction. Inside the main house, Balsillie is perched on an elegant couch in a spacious living room, a late-model BlackBerry-of course-resting quietly next to him. A profusion of collector-grade art, including some Group of Sevens, adorns the walls.

While he likes to lob rhetorical grenades-in one op-ed attacking Ottawa for having no national data strategy, he dismissed federal government mandarins as "colonial supplicants"-Balsillie cuts an attentive, courteous figure. Yet he is clearly accustomed to having an audience, referring frequently to keynote speeches he's given at elite talk shops such as Davos.

The core of his critique is the contention that if Canada is to thrive in the tech economy, it needs to do way more to control the ideas-inventions, discoveries, data, etc.-that represent the natural resources of the future. Balsillie points out that upwards of 90 per cent of the trillions in wealth represented by the S&P 500 companies is built on "intangibles," like patents. Two generations ago, that figure was just 16 per cent. "Has our policy apparatus shifted [in response]?" he asks rhetorically. "The answer is, it hasn't. Yet the world has seismically changed."

If Canadians don't own their intellectual property, he warns that others will fill that void, condemning us to the 21st-century version of the old gripe about Canada as a branch-plant economy.

Balsillie has systematically assembled a brief that suggests the future is cloudy. Compared to other OECD countries, Canada is falling behind in the number of AI patents it registers. Universities let foreign companies exploit the inventions created in government-funded labs. And multinationals soak up more than half of federal innovation grants. "The statistics are just overwhelmingly persuasive," he says.

Intellectual property (IP) has been on Balsillie's mind for years. When he ran RIM in the 2000s, he travelled constantly, making sure the company's IP was locked down and protected in countries that turn a blind eye to patent theft. "Anyone growing a tech company is extensively involved in public policy," he says. "I learned that."

### **READ: Cracks in the Sidewalk**

He also learned how "predatory" Silicon Valley is, a fact of life that Waterloo tech firms battled for years as they watched young engineers decamp for pastures that were greener in every way. (Ironically, RIM's demise as a smartphone powerhouse proved to be a remarkable catalyst for the Waterloo region's tech sector, as many RIM veterans chose to stay and start companies.)

After leaving RIM, Balsillie kept a watchful eye on the policy-making apparatus in Ottawa. Like many high-profile businesspeople, he saw the capital as an echo chamber, with the same people constantly telling one another the same things in the same ways, all of it solidifying into policy.

One leitmotif had to do with corporate Canada's chronic under-investment in R & D-an old grievance, but one, he felt, that missed the point. "There were all these panels and reports coming out of Ottawa," Balsillie says. "The way they described it didn't fit my experience in the world." In countries like Israel, Switzerland, Germany and Korea, he'd met policy-makers who understood the importance of securing domestic IP. His warnings, however, fell on deaf ears.

Balsillie's radicalization occurred six years ago, when he found himself at a tech conference listening to a speech by an extremely senior civil servant. This individual-Balsillie won't name names, but the speaker was Kevin Lynch, Stephen Harper's then-deputy minister (and now chair of the SNC-Lavalin board)-was going on about how the federal Tories had put in place the right policies to kick-start innovation following the collapse of Canadian tech giants like Nortel. "It's time for the business community to step up," Lynch said, wagging a rhetorical finger at his audience.

Balsillie was beside himself. "That was my Martin Luther moment.

"We have created the disadvantageous conditions for innovators, and when they don't perform, we declare them to be inadequate. These entrepreneurs are successful in spite of the policy, not because of it," he says.

Four years later, as he watched Trudeau cozy up to the top executives from Google and Sidewalk, Balsillie realized he had a golden opportunity to illustrate just how muddle-headed Ottawa's thinking had become.

Indeed, in the age of Cambridge Analytica, fake news and the enveloping power of vastly profitable tech multinationals, Sidewalk could be readily rendered as a corporate villain plucked right out of central casting.



Sidewalk Labs proposed Area 1 and Area 2 of Portland development. (Andrew Francis Wallace/Toronto Star/Getty Images)

**It would be** wrong to suggest there's a single solution to the problem of how to promote innovation, or that Jim Balsillie has the right answer. Governments can't decree ingenuity, nor can they ensure the complex conditions needed to commercialize game-changing technologies.

Some people think the key is to create spaces where smart people share ideas. Others talk about industrial clusters, because magic happens in regions that attract investors, researchers and companies. Many Canadian universities and business schools are betting heavily on entrepreneur training camps, incubators and accelerators-a popular idea for which Balsillie has no patience (he derided the trend in a recent article in the *Logic* as the "incubator-accelerator industrial complex").

The conversation, moreover, has shifted with the astonishing rise of data-driven companies that depend on algorithms and software rather than hardware and subscriptions. Mark Fox, a professor of computer science at the University of Toronto who launched and sold two AI companies, points out that in the current economy, open source software has become a more important driver of innovation than the patents of Balsillie's day.

Fox adds that successful innovation-driven firms are exceptionally good at the less sexy work of management: selling, marketing, smart hiring. Still others stress that Ottawa's got a lot of legislative slogging to do if it genuinely wants to attract investment and produce more world-beating tech firms like Shopify.

Law professor Teresa Scassa, a University of Ottawa IP expert and a member of a Waterfront Toronto committee bird-dogging the Sidewalk project, says Canada's copyright, data protection and privacy laws are not only out of date, but lack the robustness to allow homegrown AI firms to thrive.

Echoing Balsillie, Scassa says Canada has fallen behind Europe and may also be vulnerable to obscure IP provisions in the new U.S.-Mexico trade deal. Many of these gaps, Scassa adds, allow Sidewalk to test the smart-city technologies it wants to sell around the world, and to do so without worrying too much about laws that might tie its hands. The project "has become such a good example of so many things," she says. "There's this constant flow of issues we need to think about."

Balsillie has been far more blunt with the officials overseeing the Sidewalk proposal: With the global smart-city market worth over a trillion dollars, and its growth driven by data, algorithms and smart sensors, Canada, he predicts, will watch helplessly as Alphabet, with its army of lobbyists and publicists, makes off with all the exceptionally valuable IP generated in Toronto, while dictating the rules allowing this massive exodus of innovation to occur. "We picked the vendor before the framework," he states. "One slip of the pen and the whole thing is gone."

In response to criticism from Balsillie and others, Sidewalk and Waterfront Toronto officials have repeatedly stressed that the project will adhere to Canadian privacy laws and any data their systems generate will be managed by a yet-to-be-established public organization with a mandate to ensure security and equitable access.

Sending me off with an armload of documents and articles to read, Balsillie evidently intends to continue making sure that Canadians, and Canadian policy-makers in particular, will hear the warning he's nailed to the proverbial door.

While his guerilla-type attack has caused much consternation at Sidewalk's New York head office and in Ottawa, Fox says Balsillie has earned the right to make his case. "To get a heightened degree of awareness, you have to speak loud."

And so he has: "I called them out sharply," Balsillie muses, smiling slightly. "They didn't like that. But boy oh boy, did that get them moving."

## MORE ABOUT JIM BALSILLIE:

- Why does Trudeau keep sucking up to foreign tech companies?
- Jim Balsillie fears TPP could become worst-ever policy move
- Canada's real economic challenge? Innovation.
- Failure of 'Storm' smartphone dealt major blow to BlackBerry: Balsillie

The post Jim Balsillie has emerged from retirement with a mission to save Canada's tech sector appeared first on [Macleans.ca](http://Macleans.ca).

Glenn Campbell

613 941 0722 (w)

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Mitchell2, Lisa \(INFC\)](#)  
**Subject:** Fw: Master Innovation and Development Plan for Quayside Development  
**Date:** April 23, 2019 9:48:01 PM

---

[REDACTED]

Glenn Campbell

[REDACTED]

613 941 0722 (w)

---

**From:** [REDACTED]  
**Sent:** Tuesday, April 23, 2019 4:56 PM  
**To:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC); Khan, Irmeen (INFC)  
**Cc:** Campbell, Glenn (INFC)  
**Subject:** Re: Master Innovation and Development Plan for Quayside Development

---

[REDACTED]

**From:** [REDACTED]  
**Sent:** Tuesday, April 23, 2019 4:27 PM  
**To:** Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC) ; Khan, Irmeen (INFC)  
**Cc:** Glenn Campbell  
**Subject:** Master Innovation and Development Plan for Quayside Development

Nancy

[REDACTED]

All for now,

[REDACTED]

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Cc:** [Tippins, Shawn \(INFC\)](#); [INFC.O IPI.admo-BSMA.IPI O.INFC](#)  
**Subject:** RE: Briefing-Note-to-Minister-For Information MNFCN and Waterfrontv2.doc  
**Date:** April 23, 2019 11:29:00 AM

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No don't need to see again, but you sign off

-----Original Message-----

From: Faraday-Smith, Nancy (INFC)  
Sent: April 23, 2019 11:28 AM  
To: Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>  
Cc: Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>; INFC.O IPI.admo-BSMA.IPI O.INFC <[infci.ipi.admo-bsma.ipi.infci@canada.ca](mailto:infci.ipi.admo-bsma.ipi.infci@canada.ca)>  
Subject: RE: Briefing-Note-to-Minister-For Information MNFCN and Waterfrontv2.doc

Yes, it certainly can. I'll add that in.

OK to send back to MP once that's done or would you prefer to see again?

-----Original Message-----

From: Campbell, Glenn (INFC)  
Sent: April 23, 2019 11:24 AM  
To: Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>  
Cc: Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>; INFC.O IPI.admo-BSMA.IPI O.INFC <[infci.ipi.admo-bsma.ipi.infci@canada.ca](mailto:infci.ipi.admo-bsma.ipi.infci@canada.ca)>  
Subject: RE: Briefing-Note-to-Minister-For Information MNFCN and Waterfrontv2.doc

Should it not reference that Canada is not a party to Quayside and that this is WF led file, not SWL.

-----Original Message-----

From: Faraday-Smith, Nancy (INFC)  
Sent: April 8, 2019 8:17 PM  
To: Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>  
Cc: Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>; INFC.O IPI.admo-BSMA.IPI O.INFC <[infci.ipi.admo-bsma.ipi.infci@canada.ca](mailto:infci.ipi.admo-bsma.ipi.infci@canada.ca)>  
Subject: Fw: Briefing-Note-to-Minister-For Information MNFCN and Waterfrontv2.doc

Glenn -

MP sent this BN earlier today. I've taken a look and made some suggested edits/added questions. Let me know if you have any concerns with me sharing the attached tracked changes back to POB.

Thanks!

Nancy

-----Original Message-----

From: Nassif, Marie-Pier (INFC)  
Sent: April 8, 2019 10:28 AM  
To: Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>  
Subject: Briefing-Note-to-Minister-For Information MNFCN and Waterfrontv2.doc

Hi Nancy - hope you had a good weekend.

I'm sending you the briefing note my team, in collaboration with the ACES unit, developed on the issue related to the Port Lands project and the consultations with the Mississauga of New Credit FN.

Let me know if you have any comments on the note. Input by end of day today would be appreciated, but I can probably give you more time if need be. Just let me know.

Cheers,  
Marie-Pier

**From:** Campbell, Glenn (INFC)  
**To:** Sookhdeo, Zahira (Ext.)  
**Subject:** Fw: Media - The wrong crusade for a rights group (G&M); SWL public signage on data collection (Engadget)  
**Date:** April 23, 2019 10:42:14 AM

---

Glenn Campbell

613 941 0722 (w)

---

**From:** Tippins, Shawn (INFC)  
**Sent:** Tuesday, April 23, 2019 10:03 AM  
**To:** Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC); Khan, Irmeen (INFC)  
**Subject:** Media - The wrong crusade for a rights group (G&M); SWL public signage on data collection (Engadget)

---

Hi – Over the weekend the CCLA posted Minister Champagne’s response to its open letter on its web site. There’s also an opinion piece by Marcus Gee in the G&M this morning that describes the CCLA’s legal action against the Quayside project as ‘reaching.’ The article echoes a number of messages that WT has recently put out and that also align with the response letter. (see excerpt below). Also in the media monitoring is an article from Engadget reporting on a set of public signage that SWL is developing for Quayside that’s intended to inform people to the types of data collection in effect in a given area.

...”But nothing is final. The partners have yet to sign a firm agreement about how all this is going to happen. All three governments have said they will go over any potential deal with a microscope to make sure privacy rights are safeguarded. Waterfront Toronto has brought in experts to draw up an airtight privacy and data-governance regime. Sidewalk Labs itself says any information gathered in the site should go into an independent data trust.” ... “The near-hysterical fears voiced by Mr. Bryant and other Sidewalk critics rest on a fundamental misunderstanding. Sidewalk doesn't want to vacuum up your personal data so it can put ads on your feed urging you to buy some company's sneakers or luggage. It doesn't want to know about individuals at all. It wants to gather data on how people, in general, behave in urban spaces.” ... “How much energy do they use, what kinds and at what times of day? When and how much do they use their cars and what routes do they take? This information could be used to design more efficient energy and traffic-management systems....”

<https://ccla.org/canada-responds-cclas-demand-waterfront-toronto-quayside-project-reset/>  
[The wrong crusade for a rights group](#)

The Canadian Civil Liberties Association is selective with its outrage. When, in January, a court convicted two Toronto men of willfully promoting hatred in the nasty little paper they produce, Your Ward News, the CCLA's only response was a blog post saying that using the criminal law against speech can...

Globe and Mail , A16 - 2019-04-20

[Sidewalk Labs' street signs alert people to data collection in use - Engadget](#)

Sidewalk Labs' street signs alert people to data collection in use Engadget As Sidewalk Labs builds its "smart city" in Toronto, there have been growing concerns that the sensor and camera-laden neighborhood may invade the privacy ... View full coverage on Google News

Google News - Technology - 2019-04-19 16:49 (EST)



**From:** [Tippins, Shawn \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#)  
**Subject:** Media: #BlockSidewalk first public meeting.  
**Date:** April 18, 2019 8:10:01 AM

---

Good summary in today's media monitoring of Dan Docroroff's appearance at the Canadian Club, and a report on #BlockSideWalk's first public meeting held yesterday, which apparently attracted some 150 participants, including City Councillor Paula Fletcher. Focus of the report on the meeting is about scale. Fletcher is quoted as saying:

"Sidewalk Labs has very clearly and publicly stated that they don't think they can manage their 12 acres without leveraging 350 acres in the Port Lands. I think the public thought the original deal is, 'You've got 12 acres to show us what a 'smart city' would look like,'" Fletcher said. "I think a lot of people feel a little cheated because that was never part of the plan, to take on the Port Lands rather than just the 12 acres," Fletcher said.

[Civil liberties group sues to quash Google-linked Sidewalk Labs project, with final master plan due within weeks](#)

Things are heating up for the Sidewalk Labs smart city project in Toronto, with a final master plan expected to be delivered by the company "in the coming weeks" and opponents of the project intensifying their efforts to derail it. On Tuesday, one of those critics, the Canadian Civil Liberties...  
Charlottetown **Guardian.ca** - 2019-04-17

[Meeting packed with opponents to Sidewalk Labs' waterfront plan](#)

About 150 people showed up Wednesday night for the first public meeting of #BlockSidewalk, a citizens' group that opposes a 12-acre development on Toronto's waterfront by Sidewalk Labs. Group co-leader Melissa Goldstein called the turnout at the Ralph Thornton Community Centre an "encouraging sign." "This is very exciting and I...  
Toronto Star , A10 - 2019-04-18

Sent from my BlackBerry 10 smartphone on the Rogers network.



**From:** Campbell, Glenn (INFC)  
**To:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)  
**Subject:** Re: Media: CCLA files lawsuit over Quayside project  
**Date:** April 17, 2019 10:51:01 AM

Glenn Campbell

613 941 0722 (w)

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Wednesday, April 17, 2019 10:05 AM  
**To:** Tippins, Shawn (INFC); Campbell, Glenn (INFC)  
**Subject:** RE: Media: CCLA files lawsuit over Quayside project

Thanks Shawn.

Glenn – was wondering if an Info note to the MIN or MINO would be in order. If so we can start crafting.

**From:** Tippins, Shawn (INFC)  
**Sent:** April 17, 2019 8:02 AM  
**To:** Campbell, Glenn (INFC) ; Faraday-Smith, Nancy (INFC)  
**Subject:** Media: CCLA files lawsuit over Quayside project

See coverage below in this morning's media monitoring from the C.P. and N.P. of the CCLA's press conference yesterday announcing its lawsuit over the Quayside project. C.P. notes the responses of the three level of government, as follows:

"...A spokesperson for federal infrastructure minister Francois-Philippe Champagne also emphasized the lack of a concrete proposal, adding the government was committed to seeing the Quayside project unfold in "an ethical and accountable fashion." [...] "The Ontario government said it would be inappropriate to comment on the legal action, which also names private citizen Lester Brown as a complainant alongside the association." [...] "A spokesman for Toronto Mayor John Tory said Sidewalk's final proposal for Quayside will go through "full public scrutiny" for a variety of issues, including those raised in the lawsuit."

Note also that Dan Doctoroff addressed the legal action in his remarks at the Canadian Club yesterday: "...Although Sidewalk Labs was not named in the suit, its chief executive officer said the association was being too hasty with its legal action since the project remains in the proposal stage. "I think what surprised me a little bit was that nobody was sort of prepared to give us the benefit of the doubt," Note also that Sidewalk later issued a statement critiquing the association's lawsuit and repeating previous promises not to use any data for commercial or advertising purposes.

[Canadian Civil Liberties Association files lawsuit over Quayside project](#)

TORONTO \_ The Canadian Civil Liberties Association launched a lawsuit Tuesday against all three levels of government involved in a bid to bring a high-tech neighbourhood to Toronto's downtown core. Federal, provincial and municipal

governments are all named in the notice of application filed by the civil rights and freedoms...

Canadian Press Newswire - 2019-04-16 **(also published in the Red Deer Advocate)**

[Canadian Civil Liberties Association files lawsuit over Sidewalk Labs project](#)

TORONTO - The Canadian Civil Liberties Association says it's making good on its threat to sue all three orders of government over Google's plans for a high-tech neighbourhood in Toronto. The association announced it was filing suit against the federal, provincial and municipal governments as well as Waterfront Toronto, the...

National Post.com - 2019-04-16 **(also published in the Toronto Sun, CBC.ca)**

**From:** [Khodr, Lama \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Tippins, Shawn \(INFC\)](#); [Campbell, Glenn \(INFC\)](#)  
**Cc:** [INFC.O IPI.admo-BSMA.IPI O.INFC](#); [Powroz, Jen \(INFC\)](#); [Hobbs, Joshua \(INFC\)](#); [Marchildon, Caroline \(INFC\)](#)  
**Subject:** RE: FOR GLENN/IPI HEADS UP: Media Call: Canadian Press (CCLA Press Conference WT)  
**Date:** April 16, 2019 3:54:14 PM

Hi Nancy,

We've actually just forwarded their recommendations [REDACTED]

Please let me know if you have any concerns. Thanks,  
 Lama

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** April 16, 2019 3:52 PM  
**To:** Khodr, Lama (INFC) ; Tippins, Shawn (INFC) ; Campbell, Glenn (INFC)  
**Cc:** INFC.O IPI.admo-BSMA.IPI O.INFC ; Powroz, Jen (INFC) ; Hobbs, Joshua (INFC) ; Marchildon, Caroline (INFC)  
**Subject:** RE: FOR GLENN/IPI HEADS UP: Media Call: Canadian Press (CCLA Press Conference WT)  
 Thanks Lama. [REDACTED]

[REDACTED] Grateful if you could keep us posted.

Nancy

**From:** Khodr, Lama (INFC)  
**Sent:** April 16, 2019 3:08 PM  
**To:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>; Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>  
**Cc:** INFC.O IPI.admo-BSMA.IPI O.INFC <[infc.ipi.admo-bsma.ipi.infc@canada.ca](mailto:infc.ipi.admo-bsma.ipi.infc@canada.ca)>; Powroz, Jen (INFC) <[jen.powroz@canada.ca](mailto:jen.powroz@canada.ca)>; Hobbs, Joshua (INFC) <[joshua.hobbs@canada.ca](mailto:joshua.hobbs@canada.ca)>; Marchildon, Caroline (INFC) <[caroline.marchildon@canada.ca](mailto:caroline.marchildon@canada.ca)>  
**Subject:** FOR GLENN/IPI HEADS UP: Media Call: Canadian Press (CCLA Press Conference WT)

Hi again,

Just wanted to loop Glenn in directly here [REDACTED]

[REDACTED] will keep you posted on any changes in our approach.

Thanks,

Lama

**From:** Khodr, Lama (INFC)

**Sent:** April 16, 2019 2:38 PM

**To:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Cc:** INFC.O IPI.admo-BSMA.IPI O.INFC <[infci.ipi.admo-bsma.ipi.infci@canada.ca](mailto:infci.ipi.admo-bsma.ipi.infci@canada.ca)>; Powroz, Jen (INFC) <[jen.powroz@canada.ca](mailto:jen.powroz@canada.ca)>; Hobbs, Joshua (INFC) <[joshua.hobbs@canada.ca](mailto:joshua.hobbs@canada.ca)>

**Subject:** Heads Up: Media Call: Canadian Press (CCLA Press Conference WT)

Hi Nancy and Shawn,

We've just received a media request through Justice Canada from the Canadian Press regarding the Canadian Civil Liberties Association's press conference.

[REDACTED]

We will keep you posted on everything.

Thanks,

Lama

\*\*\*\*

**Media:** [REDACTED] The Canadian Press [REDACTED]

**Deadline:** TBC

**Question:** You've probably seen that the Canadian Civil Liberties Association has announced that they're launching suit against the feds, the province and the city, as well as Waterfront Toronto, regarding the Quayside project collaboration with Sidewalk Labs. Both the Attorney General and the Ministry of Communities and Infrastructure are named on the notice of Application the Association has provided. Would you care to offer a response, either on behalf of your ministry or the federal government as a whole?

[REDACTED]

**From:** Marchildon, Caroline (INFC)  
**To:** Faraday-Smith, Nancy (INFC); Eyre, Jennifer (INFC); Gillis, Kelly (INFC)  
**Cc:** INFC.O IPI.admo-BSMA.IPI O.INFC; Campbell, Glenn (INFC)  
**Subject:** RE: CCLA PRESS CONFERENCE TODAY  
**Date:** April 16, 2019 1:56:53 PM  
**Attachments:** image001.png

Heads Up: We've just received a media request through Justice Canada from the Canadian Press regarding the Canadian Civil Liberties Association's press conference.

Media [REDACTED] The Canadian Press [REDACTED]  
 [REDACTED]

**Deadline:** TBC

**Question:** You've probably seen that the Canadian Civil Liberties Association has announced that they're launching suit against the feds, the province and the city, as well as Waterfront Toronto, regarding the Quayside project collaboration with Sidewalk Labs. Both the Attorney General and the Ministry of Communities and Infrastructure are named on the notice of Application the Association has provided. Would you care to offer a response, either on behalf of your ministry or the federal government as a whole?

**From:** Marchildon, Caroline (INFC)  
**Sent:** April 16, 2019 1:06 PM  
**To:** Faraday-Smith, Nancy (INFC) ; Eyre, Jennifer (INFC)  
**Cc:** INFC.O IPI.admo-BSMA.IPI O.INFC ; Campbell, Glenn (INFC)  
**Subject:** RE: CCLA PRESS CONFERENCE TODAY

We are monitoring coverage. Thank you.

Caroline

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** April 16, 2019 1:03 PM  
**To:** Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>  
**Cc:** INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>  
**Subject:** FW: CCLA PRESS CONFERENCE TODAY

Hi Jennifer,

For DMO awareness, please note that the Canadian Civil Liberties Association (CCLA) is intending to launch proceedings against Waterfront Toronto and the three orders of government, seeking to cease WT's partnership with Sidewalk Labs (see further below). [REDACTED]

Nancy

**From:** Edward Chalupka [REDACTED] <[REDACTED]@waterfrontoronto.ca>  
**Sent:** April 16, 2019 12:01 PM  
**To:** Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Adam Redish <adam.redish@ontario.ca>; Wendy Ren <wendy.ren@ontario.ca>; David Stonehouse <David.Stonehouse@toronto.ca>  
**Cc:** Andrew Tumilty <ATumilty@waterfrontoronto.ca>; Cameron MacKay

<CMacKay@waterfrontoronto.ca>

**Subject:** Fwd: CCLA PRESS CONFERENCE TODAY

Fyi. See below. Your comms folks are also being looped in

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From: Andrew Tumilty

Sent: Tuesday, April 16, 11:39 AM

Subject: CCLA PRESS CONFERENCE TODAY

To: Meg Davis, Cameron MacKay, Ian Beverley, Kristina Verner, Edward Chalupka

See the tweet below,

The CCLA has a press conference today at 2:45 at Queen's Park regarding their lawsuit against Waterfront Toronto and all three levels of government.

<https://twitter.com/cancivlib/status/1118166439435784192>

Text of their media advisory below:

Today, the Canadian Civil Liberties Association along with co-applicant Lester Brown, commenced proceedings against Waterfront Toronto, and all three levels of government. We are seeking a reset of the Sidewalk Toronto project. We will be holding a press conference at the **Queen's Park media studio, TODAY at 2:45 PM.**

"The Google-Waterfront Toronto deal is invalid and needs to be reset. These agreements are contrary to administrative and constitutional law, and set a terrible precedent for the rest of this country. Unlawful surveillance is wrong whether done by data profiteers or the state. We all deserve better from our federal, provincial and municipal governments," says Michael Bryant, Executive Director and General Counsel, Canadian Civil Liberties Association.

To arrange interviews or obtain information for release subsequent to our media conference on April 16 at 2:45 PM, please contact our media team at:

**Canadian Civil Liberties Association**

[media@ccla.org](mailto:media@ccla.org)

416-646-1404

[Media kit](#)

[Notice of Application, CCLA and Lester Brown](#)

andrew tumilty | media relations and issues advisor | **Waterfront Toronto** |

1310-20 bay street | toronto ON M5J 2N8 | [REDACTED] | mobile: [REDACTED]

| [atumilty@waterfrontoronto.ca](mailto:atumilty@waterfrontoronto.ca) | [www.waterfrontoronto.ca](http://www.waterfrontoronto.ca)



**WATERFRONT**Toronto

**From:** Sookhdeo, Zahira  
**To:** Faraday-Smith, Nancy (INFC); McLaughlin, Sharon (Ext.)  
**Cc:** Campbell, Glenn (INFC); Tippins, Shawn (INFC); Boudreau, Marcia (INFC); Constant, Jessica (Ext.); Sookhdeo, Zahira (Ext.)  
**Subject:** RE: CCLA Press Conference Today  
**Date:** April 16, 2019 12:55:23 PM  
**Attachments:** image001.png

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Thanks.

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**From:** Faraday-Smith, Nancy (INFC) [mailto:nancy.faraday-smith@canada.ca]  
**Sent:** Tuesday, April 16, 2019 12:13 PM  
**To:** Sookhdeo, Zahira ; McLaughlin, Sharon  
**Cc:** Campbell, Glenn (INFC) ; Tippins, Shawn (INFC) ; Boudreau, Marcia (INFC)  
**Subject:** FW: CCLA Press Conference Today

Hi Zahira, Sharon –

For awareness and further to an earlier letter from CCLA/Michael Bryant to all three orders of government, which we shared with you some weeks ago, please see below notice of a press conference taking place later today in which CCLA will announce that they are launching proceedings against WT, GoC, Ontario and the City of Toronto.

I'll keep you in the loop on any developments and perhaps we can touch base in the near term by phone as this is new for me and I'd welcome your views/guidance on how this may unfold at the federal level.

Thanks,  
 Nancy

---

**From:** Edward Chalupka [REDACTED]@waterfrontoronto.ca]  
**Sent:** April 16, 2019 12:01 PM  
**To:** Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>  
**Subject:** Fwd: CCLA Press Conference Today  
 Fyi

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---

**From:** Andrew Tumilty  
**Sent:** Tuesday, April 16, 2019 11:46:01 AM  
**To:** Sousa-Dias, Sofia (MOI); MacGillivray, Lauren (MOI); Don Peat; Deborah Blackstone; Hobbs, Joshua (INFC)  
**Cc:** Edward Chalupka  
**Subject:** CCLA Press Conference Today

Good morning,

We have just become aware that the Canadian Civil Liberties Association is having a press conference at 2:45pm today, in the Queen's Park press theatre.

This is regarding their lawsuit against Waterfront Toronto and all 3 levels of government. You can read their media advisory for this event [here](#) and I have posted the text of their advisory below as well.

We will have further updates for you as we get more information.

Thanks,  
 Andrew

andrew tumilty | media relations and issues advisor | **Waterfront Toronto** |

1310-20 bay street | toronto ON M5J 2N8

mobile:

[atumilty@waterfronttoronto.ca](mailto:atumilty@waterfronttoronto.ca)

| [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto

Today, the Canadian Civil Liberties Association along with co-applicant Lester Brown, commenced proceedings against Waterfront Toronto, and all three levels of government. We are seeking a reset of the Sidewalk Toronto project.

We will be holding a press conference at the **Queen's Park media studio, TODAY at 2:45 PM.**

"The Google-Waterfront Toronto deal is invalid and needs to be reset. These agreements are contrary to administrative and constitutional law, and set a terrible precedent for the rest of this country. Unlawful surveillance is wrong whether done by data profiteers or the state. We all deserve better from our federal, provincial and municipal governments," says Michael Bryant, Executive Director and General Counsel, Canadian Civil Liberties Association.

To arrange interviews or obtain information for release subsequent to our media conference on April 16 at 2:45 PM, please contact our media team at:

**Canadian Civil Liberties Association**

[media@ccla.org](mailto:media@ccla.org)

416-646-1404

[Media kit](#)

[Notice of Application, CCLA and Lester Brown](#)



**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Cc:** [INFC.O IPI.admo-BSMA.IPI O.INFC](#); [Khan, Irmeen \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Subject:** Re: MIDP Statement  
**Date:** April 12, 2019 9:43:27 AM  
**Attachments:** [image002.png](#)  
[image003.png](#)

---

Glenn Campbell  
[REDACTED]

613 941 0722 (w)

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**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Friday, April 12, 2019 9:38 AM  
**To:** Campbell, Glenn (INFC)  
**Cc:** [INFC.O IPI.admo-BSMA.IPI O.INFC](#); [Khan, Irmeen \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Subject:** FW: MIDP Statement

---

Hi Glenn,

I'm just catching up on now on some of the emails [REDACTED] Please see below from WT an outline of a statement they're planning to release with respect to their plans for public consultation around the MIDP. My understanding is WT intends to elaborate on this at the ADM briefing on Tuesday.

Nancy

---

**From:** Edward Chalupka [REDACTED]@waterfronttoronto.ca]  
**Sent:** April 11, 2019 2:22 PM  
**To:** David Stonehouse ; Wendy Ren ([wendy.ren@ontario.ca](mailto:wendy.ren@ontario.ca)) ; Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC)  
**Cc:** Carol Webb ; Andrew Tumilty ; Cameron MacKay  
**Subject:** MIDP Statement

Good afternoon,

Please be advised that Waterfront Toronto will be releasing a statement, regarding public consultations after the MIDP has been received by Waterfront Toronto. We have reason to believe that the activist group #BlockSidewalk will present Waterfront Toronto with a petition to release the MIDP immediately after it is received.

The statement is attached for your reference, and focuses on Waterfront Toronto's sterling reputation for public consultations, the important role the public plays in our planning process, and confirms that our goal is to publicly release the MIDP within one week of having received it from Sidewalk Labs. This statement will serve to preempt the petition's appeal by reinforcing our commitment to best practice public engagement for Quayside, as we would for any other project. The statement will also introduce the concept of a rollout plan for the MIDP Evaluation Process. The rollout we have developed, begins with the steps listed below over the course of the next three weeks.

<b>1. Plan and Prepare</b>			
- Microsite build			
- Long-form story for hybrid media			
- Briefing materials for office holders			
- Develop social campaign with sharable content			
- Embargo/briefing for media			
<b>2. Launch</b>			
- Microsite goes live			
- Embargo lifted			
- Long-form story published			

#### Key Moments:

- The Quayside Microsite is set to go live within the next two weeks
- The long form story is being written for trade media such as Renew Canada, and will outline the evaluation process and how it aligns with best practices from Infrastructure Ontario
- We are in the process of confirming a speaking event at the Munk School of Global Affairs and Public Policy on the evaluation process for April 23<sup>rd</sup> which would be open to the media.

Following these steps, there will be a three week sustained campaign that highlights the evaluation process on our social media channels, shares media coverage of the evaluation after the embargo is lifted, and looks for halo opportunities with groups like the Institute on Governance, and Future Forums.

The plan and prepare, launch, and sustain phases are scheduled to run for six weeks in total, bringing us to the receipt and public release of the MIDP.

A similar email has also been sent to your respective communications colleagues under separate cover. Please forward as appropriate within your organizations.

Ed

## **WATERFRONT TORONTO SETS TIMELINE FOR PUBLIC RELEASE OF THE QUAYSIDE PROPOSAL**

**Toronto, ON** - In the coming weeks, Waterfront Toronto will outline the evaluation process it has built to determine if the MIDP meets the goals of the Quayside RFP in a manner consistent with the public's best interest. This process will include all three levels of government, external subject matter experts, and of course, direct consultations with the public

"Quayside was envisioned as an innovative step forward for Toronto, that could address important urban challenges such as housing affordability, mobility, economic development, and sustainability. We always focus on presenting complex projects in a way that is clear and understandable to the public, and engaging in meaningful, timely and transparent community consultations that allow us to fully consider and incorporate public feedback into project design," said Meg Davis, Chief Development Officer for Waterfront Toronto. "With this in mind, we will release the draft MIDP, with supporting guides to assist the public in reviewing the document, within a week after it is received from Sidewalk Labs."

Waterfront Toronto remains committed to providing meaningful opportunities for waterfront communities and the general public to get involved in our revitalization efforts, and our Quayside

project is no different. Decades of effective community consultations have proven that a wealth of public knowledge and perspective results in better design, planning, and delivery of our projects. When the draft Master Innovation Development Plan (MIDP) for Quayside is received from Sidewalk Labs later this spring, Waterfront Toronto will use a wide range of engagement tools—online and off—so the widest possible audience can understand the complex project and have their voices heard. As with all of its projects, Waterfront Toronto's approach to community consultation and public engagement begins with providing sufficient and accessible information to the public to enable informed input over the course of our community consultations.

Following the delivery of the draft MIDP, Waterfront Toronto will first determine if any content requires better clarification for the public, and ensure that the planned community consultations will give the public a fair opportunity to provide meaningful input on the Quayside proposal.

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 |   
@waterfronttoronto.ca | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto

**From:** Faraday-Smith, Nancy (INFC)  
**To:** Campbell, Glenn (INFC)  
**Cc:** Marchildon, Caroline (INFC); Hobbs, Joshua (INFC); Tippins, Shawn (INFC); Khan, Irmeen (INFC); Boudreau, Marcia (INFC); Eyre, Jennifer (INFC)  
**Subject:** Are You Afraid of Google? BlackBerry Cofounder Jim Balsillie Says You Should Be  
**Date:** April 11, 2019 11:40:20 AM

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Glenn –

For interest, the above-noted Walrus article – an interview with Jim Balsillie – came out today: <https://thewalrus.ca/are-you-afraid-of-google-blackberry-cofounder-jim-balsillie-says-you-should-be/>. While it spends a fair bit of the intro going into his background, it goes on to discuss what is now his fairly well-known opposition to the WT/SWL partnership and Quayside proposal. It segues into covering Jim's views on Canada's overall approach to innovation and what he considers as our poor record of commercializing homegrown innovation, as well as the tendency for "Ottawa (to) roll out the red carpet for foreign tech firms". The article closes with more of his thoughts on "surveillance capitalism", IP protection as it relates to cybersecurity, data sovereignty and trade, other "techlash" movements across the globe. The writer didn't seemingly reach out to WT for an interview but called Mark Wilson, DSAP member and former WT chair, to ask about Balsillie's views (Mark is cited as agreeing that digital governance needs greater attention...but that fears about a smart city project resulting in a Cambridge Analytica-type scandal are unfounded). Below are some key excerpts:

- Balsillie's most ardent beliefs about tech and society come together in his **condemnation of Waterfront Toronto**...Sidewalk Labs—a New York-based Google affiliate that specializes in data-based urban planning—beat out local and international firms with a proposal to build a neighbourhood "from the internet up." A small number of smart-city projects of this nature have been proposed and started elsewhere, but if realized, **the Sidewalk Labs project would be an incursion into city building with little global precedent. For Balsillie, it's an Orwellian nightmare in the making.**
- While all of this [Quayside] data would ostensibly be used to improve urban life and municipal efficiency, Balsillie warns that the sum of what Google will know about our every thought, word, and deed can be resold to companies that want to anticipate our needs—or produce them. Perhaps Google will want to steer pedestrians to stores that advertise on its platform. Nothing especially insidious about that, but the Cambridge Analytica scandal showed what can happen when third parties attempt to weaponize behavioural data for purposes other than those it was collected for. **"The leaders of Waterfront Toronto have committed an absolute, irresponsible folly by entering into a contract with Sidewalk Labs," Balsillie said,** bobbing his head and looking around as if he'd like to find a big stick and put it to use.
- **Balsillie believes that cities—their transit systems, infrastructure, and real estate—are the next frontier for companies on the hunt for industries to disrupt.** Worldwide, the smart-city market, already overflowing with companies hawking sensors and data-analytics services, has been predicted to grow at a rate of nearly 30 percent annually to reach \$2.3 trillion (US) by 2023. No single entity, however, has mastered the entire smart-city ecosystem. That would take not only a deep R&D budget but a city willing to be the guinea pig. Just as Amazon dominates online retail and Uber dominates ride sharing, **Balsillie is convinced that Google is positioning itself to dominate smart cities. In his view, collecting data about people as they move through public spaces—where one can't accept or decline a privacy agreement—isn't a privilege that Canada should be turning over to a global platform like Google.**
- **Balsillie says he voiced his concerns to high-ranking members at all three levels of government and to Waterfront Toronto leadership on phone calls and in closed-door meetings throughout 2017. While he**

**claims that some people he spoke with privately agreed with his concerns, the Sidewalk project lurched forward**, even as a chorus of activists threatened to derail it.

- It's irrelevant to Balsillie whether Google has even remotely nefarious plans for the data it plans to gather from the Quayside project, because he believes that once surveillance technology is in place, it's difficult to prevent personal information from being exploited. Sidewalk Labs has pledged to anonymize data, but it's well known within the industry that anonymous data can often be reidentified by cross-referencing it with other pools of data—and Google has the biggest data sets in the world. **"Policy makers are being played," said Balsillie. "They're being played in my town, in a country that I care about. These officials, who have no sophistication about technology, are making major, irreversible decisions. They're in it for the photo op."** For Balsillie, the Sidewalk Labs project represents a do-or-die moment for Canada: **"If they breach the data dike in Toronto, it's over. We're toast."**
- For Balsillie, it all circles back to surveillance capitalism: he believes a weak Canadian tech sector effectively cedes national sovereignty to foreign powers, including potentially hostile ones. Other countries, such as China and Israel, actively restrict the export of domestically produced IP for economic or national-security reasons. **"In the data-driven era, we need to think of prosperity, cybersecurity, and sovereignty as an integrated whole,"** he says. If Canada were a country that took IP seriously, Balsillie believes, the Sidewalk Labs negotiations would have been very different: **more competent, tougher, smarter.**

**From:** [Tippins, Shawn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Campbell, Glenn \(INFC\)](#)  
**Subject:** Media: SWL Speaking with Investors, CIB About Funding Quayside  
**Date:** April 11, 2019 11:27:35 AM

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Hi - There's an article from Betakit.com in this morning's media monitoring that brings back some previous reporting on SWL's interactions with the CIB. The article also makes reference to "...Government communications obtained by a freedom of information request from The Globe shows John Brodhead,...was engaged in negotiations with Waterfront Toronto before and during Quayside's request-for-proposals." and that "...The acquired correspondence suggests that Waterfront Toronto staff had discussed backing some of the infrastructure through the bank with Brodhead, before he joined Sidewalk Labs..."

The article also references statements from both Dan Doctoroff and the CIB that Brodhead had no involvement in SWL's discussions with the CIB and further references SWL's statement that Brodhead's participation in the discussions were "perfunctory," adding that the discussions had no affiliation with the company..."

**SIDEWALK LABS SPEAKING WITH INVESTORS, CANADA INFRASTRUCTURE BANK ABOUT FUNDING QUAYSIDE**

Sidewalk Labs has arrived at initial agreements with external financing partners and is in discussions with the Canada Infrastructure Bank (CIB), a federal department responsible for public infrastructure, about the company's prospective Quayside development, according to an internal document obtained by The Globe and Mail. "We're very aware of every conflict..."

**Betakit.com** - 2019-04-10 13:46 (EST)

Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** [Marchildon, Caroline \(INFC\)](#)  
**To:** [Gillis, Kelly \(INFC\)](#); [Campbell, Glenn \(INFC\)](#)  
**Cc:** [Eyre, Jennifer \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#)  
**Subject:** FYI: Steve Diamond Interview with the Logic  
**Date:** April 11, 2019 6:08:58 AM

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FYI below - Will share more info ASAP.

Sent from my mobile device

Begin forwarded message:

**From:** Andrew Tumilty <[ATumilty@waterfrontoronto.ca](mailto:ATumilty@waterfrontoronto.ca)>  
**Date:** April 10, 2019 at 10:11:10 PM EDT  
**To:** "Sousa-Dias, Sofia (MOI)" <[sofia.sousa-dias@ontario.ca](mailto:sofia.sousa-dias@ontario.ca)>, "MacGillivray, Lauren (MOI)" <[lauren.macgillivray@ontario.ca](mailto:lauren.macgillivray@ontario.ca)>, "Hobbs, Joshua (INFC)" <[joshua.hobbs@canada.ca](mailto:joshua.hobbs@canada.ca)>, Don Peat <[Don.Peat@toronto.ca](mailto:Don.Peat@toronto.ca)>, Deborah Blackstone <[Deborah.Blackstone@toronto.ca](mailto:Deborah.Blackstone@toronto.ca)>  
**Subject:** Steve Diamond Interview with the Logic

Good evening,

Apologies for the late email, but I only got the timing on this update confirmed tonight.

Our Board Chair, Steve Diamond, had an interview with The Logic, that should be running tomorrow.

There were a range of questions covering his decision to take the role of Chair, his thoughts on Sidewalk Labs, Jim Basillie, as well as questions about any discussions he may have had with the federal government.

The nature of some questions, and the tone of some of their previous coverage, has me somewhat concerned about how the final piece is presented. I will monitor it closely and advise everyone of any issues as needed.

Thanks,  
Andrew



**From:** [Faraday-Smith, Nancy \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Cc:** [Mitchell2, Lisa \(INFC\)](#)  
**Subject:** FW: paras on IPI  
**Date:** April 3, 2019 8:05:59 PM

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Glenn - As requested, see below in red.

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**From:** Campbell, Glenn (INFC)  
**Sent:** April 3, 2019 7:27 PM  
**To:** Faraday-Smith, Nancy (INFC)  
**Cc:** Mitchell2, Lisa (INFC)  
**Subject:** RE: paras on IPI

This is good – can you write up a para on Quayside project, emphasizing the scope and nature of project, and the potential longer term time frame of involvement  
Also connection to smart cities and other technologies and infrastructure finance and development, which makes stronger connection to our mandate over PRB or POB

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As part of Infrastructure Canada's overall portfolio management, IPI serves as the primary federal liaison on matters relating to the tri-government agency, Waterfront Toronto, and its implementation of the Toronto Waterfront Revitalization Initiative (TWRI). The TWRI is revitalizing the Toronto waterfront through investments and initiatives that range from traditional city-building infrastructure to more contemporary and innovative urban renewal and development. This is expected to result in social, environmental and economic benefits for the Toronto region and will position Canada, Ontario and Toronto in the new economy, consistent with the Government of Canada's agenda on jobs, economic growth and innovation.

IPI works with government partners in Ontario and the City of Toronto to ensure that Waterfront Toronto continues to be effectively and responsibly managed and governed, principally by supporting the Deputy Minister's active role on the Intergovernmental Steering Committee (IGSC), which serves as an executive-level focal point for tri-government oversight of and guidance to Waterfront Toronto. As well, IPI represents INFC on an intergovernmental working group that provides underlying secretariat support to the IGSC and ensures horizontal coordination more broadly. Through these efforts, IPI works to ensure that Government of Canada interests are well-informed and effectively represented in these fora. Finally, with respect to governance, IPI is responsible for providing recommendations to the Minister with respect to federal appointments to the Waterfront Toronto Board of Directors, as well as the joint (tri-government) appointment of a Board Chair.

IPI plans and undertakes policy research to support analysis of critical issues arising from project and other innovation proposals generated out of Waterfront Toronto, often in consultation with other INFC branches, federal departments and levels of government. This can include approaches to innovative financing of public infrastructure which fall more squarely under INFC's purview, as well as broader considerations around housing, sustainability, economic development and smart city applications. IPI regularly engages with with external stakeholders to strengthen relations and ensure full understanding of a wide range of perspectives regarding Waterfront Toronto initiatives. A significant initiative underway at Waterfront Toronto, and for which IPI is the lead federal interlocutor, is the Quayside project through which Waterfront is seeking pilot and test a mixed-use of 'smart' community concepts, innovative building techniques and connectivity to build a climate



positive site at Quayside “from the Internet up”. Waterfront has engaged Sidewalk Labs as their innovation and funding partner tasked with creating a Master Innovation and Development Plan that will include a multitude of proposals centered around pillars that include: economic development; affordable housing; digital platform; sustainability; mobility; public realm; buildings; and, community services. These proposals will have important connections to INFC objectives under the Investing in Canada Plan, including with respect to green infrastructure, public transit, smart city technologies and infrastructure finance and development. They are also expected to have wider policy and other touchpoints across the federal system. If implemented, the Quayside project has the potential to promote innovative and advanced urban planning, producing better outcomes for the community, and across Canada over the longer-term, by radically improving some of the challenges posed by living in big cities today while seizing innovation and economic development opportunities. At the same time, it is raising important considerations about data collection, use and privacy and what role technology should have in the lives of Torontonians and Canadians more generally, which IPI is monitoring closely.

IPI also leads on supporting the Deputy Minister as co-chair, with Transport Canada, of a multi-agency Greater Toronto Airport Authority Project Advisory Committee (GTAA-PAC) that is providing guidance and lending analysis to the GTAA in their development of a proposal for a Regional Transit and Passenger Centre at Pearson Airport. IPI also represents INFC on an interdepartmental working group that undertakes the policy and project analysis underpinning senior leadership participation on the GTAA-PAC.

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**Nancy Faraday-Smith**

Acting Director, Investment, Partnerships and Innovation  
Infrastructure Canada / Government of Canada  
[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca) / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation  
Infrastructure Canada / Gouvernement du Canada  
[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca) / Tél. : 613-948-9481

**From:** Faraday-Smith, Nancy (INFC)  
**To:** Campbell, Glenn (INFC); Shawki, Hoda (INFC); Khan, Irmeen (INFC)  
**Subject:** RE: #BlockSidewalk Campaign Toronto  
**Date:** April 3, 2019 7:13:28 PM

According to Waterfront Toronto there were (only) about 50 people at the launch...

**From:** Campbell, Glenn (INFC)  
**Sent:** April 3, 2019 6:27 PM  
**To:** Faraday-Smith, Nancy (INFC) ; Shawki, Hoda (INFC) ; Khan, Irmeen (INFC)  
**Subject:** FW: #BlockSidewalk Campaign Toronto

**From:** Gillis, Kelly (INFC)  
**Sent:** April 3, 2019 5:58 PM  
**To:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>  
**Subject:** Fwd: #BlockSidewalk Campaign Toronto

FYI  
 Sent from my iPhone

Begin forwarded message:

**From:** [REDACTED]  
**Date:** April 3, 2019 at 5:55:55 PM EDT  
**To:** [john.knuble@canada.ca](mailto:john.knuble@canada.ca), [gianluca.cairo@canada.ca](mailto:gianluca.cairo@canada.ca),  
[charles.vincent@canada.ca](mailto:charles.vincent@canada.ca), [james.burns@canada.ca](mailto:james.burns@canada.ca), [kelly.gillis@canada.ca](mailto:kelly.gillis@canada.ca),  
[joseph.pickerill@canada.ca](mailto:joseph.pickerill@canada.ca), [sriram.raman@canada.ca](mailto:sriram.raman@canada.ca),  
[Matthew.Mendelsohn@pco-bcp.gc.ca](mailto:Matthew.Mendelsohn@pco-bcp.gc.ca), [paul.rochon@canada.ca](mailto:paul.rochon@canada.ca),  
[Peter.Wallace@tbs-sct.gc.ca](mailto:Peter.Wallace@tbs-sct.gc.ca)  
**Subject:** #BlockSidewalk Campaign Toronto

Dear All -

I am glad to let you know that #BlockSidewalk - the citizen group intent to stop the Google subsidiary's Toronto plans - formally launched at Toronto City Hall yesterday.

For more information about our launch, please see our press release (attached) as well as the articles below. Our support is growing, not only in Toronto, but internationally.

**Toronto Star:** [Toronto group wants Google sister company removed from Quayside project](#)

**The Globe And Mail:** [Sidewalk Labs CEO tells MPs 'we have no interest in monetizing personal information' in proposed Toronto smart city](#)

**The Guardian:** [Street battle: the activists fighting to save their neighbourhood from the tech giants](#)

Regards,

[REDACTED]

**From:** [Tippins, Shawn \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#)  
**Subject:** News reporting on SWL's appearance at yesterday's ETHI cttee: G&M; T.O. Star  
**Date:** April 3, 2019 11:09:22 AM

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The G&M and T.O. Star have have articles out on yesterday's SWL appearance in from of the HoC ETHI cttee:

Both articles are factual. The G&M reiterate that it and the Star had obtained a document that showed Sidewalk has been shopping for financing partners for infrastructure at Quayside and possibly in other parts of Toronto's eastern waterfront, entering into preliminary agreements with private investors and engaging in discussions with the Canada Infrastructure Bank. Sidewalk and the infrastructure bank have said Mr. Brodhead had no involvement in their conversations. [Sidewalk also told the ETHI cttee that it has not secured any financial partners at this point with respect to the Quayside initiative]. The G&M also highlights Brodhead's response to questions from opposition MPs, in which he said Sidewalk Labs did not contact him about a possible job until after he had left Mr. Sohi's office to become chief of staff to Jane Philpott at Indigenous Services. He said he brought the potential job offer to the attention of the federal Conflict of Interest and Ethics Commissioner.

"The office green-lit my ability to accept that offer," Mr. Brodhead said.

The G&M references NDP MP Charlie Angus saying he is concerned by the flow of individuals moving from large foreign-based internet companies like Google to work for the Liberal government while senior Liberal aides like Mr. Brodhead are being hired away to work for companies like Sidewalk Labs. "They're not breaching the lobbying rules," he said after the meeting. "But to me, it's an unhealthy relationship, and that's what we need to get to the bottom of."

In contrast, The Toronto Star article focuses on questions from Nathaniel Erskine-Smith around how Sidewalk intends to make money off of the Quayside Project, and Questioning from Peter Kent around whether Quayside constitutes one of Alphabet's "Moonshots", and as such Alphabet's overall commitment to its subsidiary's project. Both articles make reference to the newly formalized #BlockSidewalk movement/campaign, which is determined to see the re-setting of the Quayside project without SWL involvement. The movement is led by former DSAP panelist Saadia Muzzafar and Open Government advocate Bianca Wylie. The campaign contends that Sidewalk is planning to take over control of key government functions with regard to public infrastructure.

["We have no interest in monetizing personal information" in proposed Toronto smart city, Sidewalk Labs CEO tells MPs](#)

Sidewalk Labs chief executive officer Dan Doctoroff faced questions from MPs on Tuesday about his company's business model and its hiring of a top Trudeau government official. Mr. Doctoroff told the House of Commons access-to-information, privacy and ethics committee on Tuesday that his company, which wants to build a digital community...

Globe and Mail.com - 2019-04-02 23:18 (EST)

[Quayside no 'moon shot,' Sidewalk Labs CEO insists](#)

Sidewalk Labs' bid to create a data-driven neighbourhood along Toronto's waterfront is by no means a "moon shot," insists the CEO of the American firm behind the proposal. Dan Doctoroff, Sidewalk's chief executive, appeared in Ottawa Tuesday before a Liberal-majority federal standing committee on access to information, privacy and ethics....

Toronto Star , GT1 - 2019-04-03

[Sidewalk Labs' critics ramp up](#)

A group hoping to send Manhattan-based Sidewalk Labs packing is warning of stealth privatization and corporate decision-making on Toronto's valuable east waterfront. "In Toronto (Sidewalk Labs) is aiming to take over the functions of government - do we really need a coup d'état to get transit and nice paving stones?"...

Toronto Star , GT6 - 2019-04-03

**From:** Campbell, Glenn (INFC)  
**To:** Faraday-Smith, Nancy (INFC)  
**Cc:** Tippins, Shawn (INFC); Khan, Irmeen (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC  
**Subject:** Re: Summary of today's ETHI  
**Date:** April 2, 2019 10:25:35 PM

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Thank you

Glenn Campbell

613 941 0722 (w)

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**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Tuesday, April 2, 2019 9:57 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC); Khan, Irmeen (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC  
**Subject:** Summary of today's ETHI

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Hi Glenn,

The following ETHI summary from Shawn complements that provided by Comms, though in point form below may be useful all the same for your bilat with the DM. As I haven't yet watched in its entirety, I defer to Shawn on overall impressions of tone, credibility etc.

Nancy

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#### **Recap of SWL appearance at ETHI Committee**

- Sidewalk Labs (SWL) Head Dan Doctoroff, along with Director of Communications Micah Lasher, and Director of Policy and Strategy John Brodhead appeared before ETHI today from 3:30 to 5:00 pm to answer questions from Committee members. A video recording of the appearance is available in the link below for post viewing opportunities. Below is a summary of the appearance.

#### **Opening Statement by D. Doctoroff:**

- Highlighted SWL's origins and mission, the fact that it **has no other right than to make a plan** for the development of Quayside at its own expense and have that Plan considered by Waterfront Toronto's (WT) Board and government authorities and rejected if it doesn't meet expectations.
- Referenced John Brodhead's contribution to the company and stressed that SWL's first interactions with Mr. Brodhead came only long after the RFP process had concluded.
- Emphasized that SWL is developing its Plan in real-time in the public eye, with **extensive public consultation and engagement having been a key feature** throughout Plan development process.
- Enumerated several examples of engagement mechanisms SWL has fostered, including the DSAP, roundtables and citizen reference panels; mentioned that **SWL's ideas around data use are being developed in full deference to privacy regulators, the DSAP, governments and the ETHI committee**.
- Highlighted some of the purported benefits the Plan intends to showcase, such as tall timber buildings that are on average 7X less carbon intensive; inclusive, affordable housing (40% below market); LRT expansion; bicycle infrastructure; and Pedestrian safety.

- Concluded by noting that none of the proposed innovations would stand as ends in and of themselves, that 10's of thousands of jobs may be expected to be generated from the Quayside initiative and that **Toronto stands to become a leader in the development and deployment of global standards in next generation urban technology.**

**Questions from Committee members:**

- **Adam Vaughan (L) asked Mr. Doctoroff if there is a Canadian policy vacuum on Data governance issues** – to which Doctoroff agreed, but also noted that this is also the case everywhere, not just in Canada. Doctoroff stated that they intend to suggest some ways to deal with data governance more comprehensively but on a foundation of complete adherence to existing Canadian law. In response to further questioning from Vaughan Doctoroff confirmed that SWL has no intention of proposing that it assume any control of Public Infrastructure, Data infrastructure, or the leveraging of tax revenue.
  - **On proposed approaches to the Eastern Waterfront LRT**, Doctoroff confirmed that SWL would be willing to play a role in financing the LRT as way to increase density at Quayside and the Port Lands, and that an eastern waterfront LRT project that has been an official City of Toronto priority for 10 years.
  - **On other questions** Doctoroff clarified when and by whom at WT first contacted SWL (MR. Glasiek in June of 2016- well over a year prior to the issuance of the RFP).
- **Peter Kent (C) probed on scale.** Doctoroff argued strongly that both the RFP, SWL's response to the RFP and the Plan Development Agreement all make numerous mention to the broader eastern waterfront as within scope contemplation of at-scale proposals by SWL.
- **Kent and Charlie Angus (NDP) focused on assertions made in the AG report concerning the length of the RFP** given the ambition of the project being contemplated by WT. Doctoroff responded that 6 weeks was only the first stage of the RFP process, which continued for another 5 ½ months. In response to assertions from the AG report that SWL had received advance information over other bidders, SWL clarified that this amounted to three 1-page topographical maps, two of which had been provided to Ellis Don, and an extract of a Goods Transportation study. All these items were found to be publicly available and incidental to the RFP.
  - **On claims of AG finding preferential treatment**, SWL went on to correct committee members making such assertions, noting the AG had never made such a statement. SWL made the point that it participated in a market sounding process with upwards of 52 other companies prior to the RFP, and that it was the 25<sup>th</sup> out of some 50 companies that WT had contacted. Micah Lasher also added that SWL scrupulously respected no contact with government officials during the RFP process.
- **John Broadhead responded to Committee questions on his role**, noting that he was first contacted by SWL while in his role of Chief of Staff to the Minister of Indigenous Services – in late January 2018. In later questioning from Mr. Angus he confirmed that while Chief of Staff to the Minister of Infrastructure and Communities he had multiple, regular contacts with WT staff. Mr. Angus questioned Mr. Broadhead about the fate of the Toronto Expo bid in relation to the Prime Minister's purported interest in Google, to which Broadhead responded there was no linkage between these issues.
- **Mr. Erskine Smith (L) asked questions on how SWL would make money through the Quayside initiative.** Doctoroff cited sources as: 1 – through limited real estate development on Quayside and at Villiers West; 2 – financing innovative infrastructure that could not

otherwise be normally financed; and 3 – by developing at Quayside a limited number of innovation products that could be deployed elsewhere.

o **Sidewalk went on to explain its data governance proposals** (i.e. the data Trust concept, responsible data use assessments, privacy by design, de-identification at source, open by default, personal versus non-personal data, etc.) and reiterated that if it cannot develop data governance proposals or an overall plan that satisfies people, then the plan will not move forward. SWL reiterated that data governance needs to be couched in a democratic process. In this regard it model its own behaviour but cannot dictate what third parties would do at Quayside.

• **Questions on “moonshot” and lobbyists:** In response to further questioning from Mr. Kent, Dan Doctoroff confirmed that Quayside is not an Alphabet “Moonshot” – described as ambitious projects where Alphabet invests considerable resources but walks away from when they fail. Later in the hearing Mr. Vaughan posed questions that helped SWL provide context around the number of registered lobbyists it has in Canada, and that a broad range of interactions with officials are captured as lobbying activities.

• **Mr. Angus questioned on need for legislative/regulatory exemptions.** Micah Lasher clarified that intention with Quayside is not seek “Forbearances” from legislation or regulations but that the Plan will point out where some of its proposals may warrant the changing of laws and regulations to enable initiatives that make possible the goals that WT and SWL wish to achieve. Lasher held out the example of Tall timber building height restrictions as an example.

• **Franm Bayliss (L) questioned on data governance and privacy.** SWL deferred on the notion of which level of government should be setting rules with respect to data governance and privacy protection, but seemed to agree with Bayliss’s intimation that a uniform, consistent set of rules is preferable to site-specific or geographically circumscribed patchworks. In reference to a number of initiatives being undertaken at on data governance between the three level of governments (such as the initiative being led by councillor Joe Cressy) SWL stated that it would abide by and work within the Canadian policy legislative framework on data governance privacy as it evolves.

The ETHI meeting ended promptly at 5:00 pm.

**From:** Faraday-Smith, Nancy (INFC)  
**To:** Campbell, Glenn (INFC); Mitchell2, Lisa (INFC); Tippins, Shawn (INFC); Khan, Irmeen (INFC)  
**Subject:** Re: FOR INFO: ETHI Summary Report - April 2, 2019  
**Date:** April 2, 2019 7:55:20 PM

Thanks



Shawn took notes as well, which I'll also look at and share.

Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** Campbell, Glenn (INFC)  
**Sent:** Tuesday, April 2, 2019 6:37 PM  
**To:** Faraday-Smith, Nancy (INFC); Mitchell2, Lisa (INFC); Tippins, Shawn (INFC); Khan, Irmeen (INFC)  
**Subject:** Fw: FOR INFO: ETHI Summary Report - April 2, 2019

Glenn Campbell



613 941 0722 (w)

**From:** Douglas, Caroline (INFC)  
**Sent:** Tuesday, April 2, 2019 5:54 PM  
**To:** INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA O.INFC; INFC.O PR.ADMO.Users / Utilisateurs.PR.BSMA O.INFC; INFC.O IPI.admo-BSMA.IPI O.INFC; INFC.F CS ADM Office / Bureau du SMA SM F.INFC; INFC.O CS.ADMO.Users/Utilisateurs.SM.BSMA O.INFC  
**Cc:** Douglas, Caroline (INFC); Campbell, Glenn (INFC); Peets, Gerard (INFC); Bertrand3, Nathalie (INFC); Fortin3, Marc (INFC); Powroz, Jen (INFC); Tam2, Pauline (INFC); Marchildon, Caroline (INFC); Devlin-Coull, Melissa (INFC); Valcov, Katherine (INFC); INFC.F DM Office / Bureau du SM F.INFC; Wronski, Michael (INFC); Gillis, Kelly (INFC); Dixon, Lucas (INFC); Chan, Jeanna (INFC); O'Leary, Alison (INFC)  
**Subject:** FOR INFO: ETHI Summary Report - April 2, 2019

Good afternoon,

Attached is a draft summary report from today's meeting of the Standing Committee on Access to Information, Privacy and Ethics (ETHI) on the subject of Privacy of Digital Government Services.

Witnesses included representatives from Sidewalk Labs.

Thank you,

Parliamentary Affairs and Portfolio Coordination

Affaires Parlementaires et Coordination du portefeuille

Infrastructure Canada | [www.infrastructure.gc.ca](http://www.infrastructure.gc.ca)

180 Kent St., Ottawa, ON K1P 0B6 | 180 rue Kent, Ottawa, ON K1P 0B6

Government of Canada | Gouvernement du Canada



Infrastructure  
Canada

Canada



**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Douglas, Caroline \(INFC\)](#)  
**Cc:** [Faraday-Smith, Nancy \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Subject:** Re: ETHI Committee monitoring  
**Date:** April 2, 2019 3:29:11 PM

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Thanks Caroline

My team is watching and part here in Toronto at waterfront today

Glenn Campbell

613 941 0722 (w)

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**From:** Douglas, Caroline (INFC)  
**Sent:** Tuesday, April 2, 2019 2:22 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** ETHI Committee monitoring

---

Hi Glenn, I wanted to flag with you that as part of our normal business, Parliamentary Affairs will be monitoring ETHI and compiling/distributing a summary as we normally would for appearances of interest to the department.

Thanks,

**Caroline Douglas**

Director General, Corporate Secretariat

**Infrastructure Canada**

427 Laurier Ave W., 10-091

[Caroline.Douglas@canada.ca](mailto:Caroline.Douglas@canada.ca) / 613-948-6328

Directrice générale, Secrétariat ministériel

**Infrastructure Canada**

427 ave. Laurier O., 10-091

[Caroline.Douglas@canada.ca](mailto:Caroline.Douglas@canada.ca) / 613-948-6328



**From:** Campbell, Glenn (INFC)  
**To:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC); Khan, Irmeen (INFC)  
**Subject:** Fw: Debrief - Call on ISED-led Data Strategy  
**Date:** April 2, 2019 1:35:31 PM

---

Glenn Campbell

[REDACTED]

613 941 0722 (w)

---

**From:** Peets, Gerard (INFC)  
**Sent:** Tuesday, April 2, 2019 11:49 AM  
**To:** Gillis, Kelly (INFC); Campbell, Glenn (INFC); O'Leary, Alison (INFC)  
**Cc:** INFC.O PR.ADMO.Users / Utilisateurs.PR.BSMA O.INFC; Tremblay, Jenny (INFC); Keenan, Sean (INFC); Williams, Tushara (INFC)  
**Subject:** Debrief - Call on ISED-led Data Strategy

---

Kelly, colleagues,

Just sat on a call with Mark Schaan and Erin Lynch in which they briefed on ISED's plans to launch a Data Strategy in May. [REDACTED]

Feature product is conceived as a "Charter" of principles around topics like: inclusivity, tools and skills, right to know and control my data, trust in digital security backed by strong frameworks, driving innovation and being a leader internationally. Recall, some stakeholders (Council of Cdn Innovators) expressed disappointment that there was no data strategy in B019 [REDACTED]

[REDACTED] In addition to the Charter, there will also be a white paper and some soft actions tying in the Commissioner of Competition and Standards Council of Canada.

I flagged proximity to Smart Cities, both thematically and in the timing of the announcement. This should be an opportunity to reinforce the substantive side, should they want to use it. [REDACTED]

[REDACTED]

Links to Minister Jordan are less prominent, but the items around tools and skills, as well as innovation in support of ec dev are clear overlaps.

Drafts are going to be shared in paper [REDACTED] I will get a hold of the documents and share internally [REDACTED]

[REDACTED]

Gerard

Gerard Peets

Assistant Deputy Minister – Policy and Results Branch

Infrastructure Canada [infrastructure.gc.ca](http://infrastructure.gc.ca) / Government of Canada

gerard.peets@canada.ca / Tel: 613-946-5188 / [REDACTED]

Sous-ministre adjoint – Direction générale des politiques et des résultats

Infrastructure Canada [infrastructure.gc.ca](http://infrastructure.gc.ca) / Gouvernement du Canada

gerard.peets@canada.ca / Tél: 613-946-5188 / Tél cell. : [REDACTED]

**From:** Edward Chalupka  
**To:** Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC); Tippins, Shawn (INFC); adam.redish@ontario.ca; Wendy Ren (wendy.ren@ontario.ca); Whitehead, Cam (MOI); David Stonehouse [REDACTED]@toronto.ca  
**Cc:** Meg Davis; Kristina Verner; Kevin Greene; Jeff Ross; Michael Wolfe; Mary Scotland  
**Subject:** RE: April 2nd ADM Meeting  
**Date:** April 1, 2019 4:39:36 PM  
**Attachments:** image001.png

The file is too large to send via email therefore please access the deck via the this link [Public Realm presentation.](#)

Ed

**From:** Edward Chalupka  
**Sent:** Monday, April 1, 2019 4:26 PM  
**To:** Faraday-Smith, Nancy (INFC) ; 'Campbell, Glenn (INFC)' ; 'Shawn Tippins' ; adam.redish@ontario.ca; Wendy Ren (wendy.ren@ontario.ca) ; Whitehead, Cam (MOI) ; 'David Stonehouse' ; [REDACTED]@toronto.ca  
**Cc:** Meg Davis ; Kristina Verner ; Kevin Greene ; Jeff Ross ; Michael Wolfe ; Mary Scotland  
**Subject:** RE: April 2nd ADM Meeting

Hello –

Please find attached the Economic Development deck in advance of tomorrow's ADM briefing. Public Realm will be shared under separate cover as it is a rather large file.

Ed

**From:** Edward Chalupka  
**Sent:** Friday, March 29, 2019 4:10 PM  
**To:** Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; 'Shawn Tippins' <shawn.tippins@canada.ca>; adam.redish@ontario.ca; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>; Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>; 'David Stonehouse' <David.Stonehouse@toronto.ca> [REDACTED]@toronto.ca [REDACTED]@toronto.ca  
**Cc:** Meg Davis <MDavis@waterfronttoronto.ca>; Kristina Verner <KVerner@waterfronttoronto.ca>; Kevin Greene <KGreene@waterfronttoronto.ca>  
**Subject:** April 2nd ADM Meeting

Hello All –

Please find attached materials in advance of the ADM briefing to be held next Tuesday.

Ed

edward.chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]  
 [REDACTED]@waterfronttoronto.ca | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto

**From:** Gillis, Kelly (INFC)  
**To:** Campbell, Glenn (INFC)  
**Subject:** Re: T.O. Star Opinion Piece by Stephen Diamond: "Quayside plan will face extensive public review"  
**Date:** April 1, 2019 3:40:07 PM

---



Sent from my iPhone

On Apr 1, 2019, at 1:39 PM, Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)> wrote:

Glenn Campbell



613 941 0722 (w)

---

**From:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>  
**Sent:** Monday, April 1, 2019 9:59 AM  
**To:** Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC)  
**Cc:** INFC.O IPI.admo-BSMA.IPI O.INFC  
**Subject:** T.O. Star Opinion Piece by Stephen Diamond: "Quayside plan will face extensive public review"

---

Hi - This morning's Toronto Star has an opinion piece by Stephen Diamond, writing in his capacity as WT Board Chair. In it he puts tri-gov't collaboration on waterfront revitalization and WT's mandate in historical context, referencing the Crombie Commission and 30 years of revitalization that have had innovation at its core. He then references the PLFP as a project of unprecedented scale that has not received its fair share of attention and the important role that it is playing in unlocking currently unusable lands. He then references his first Board meeting and the vigorous debate around the Quayside initiative. He reiterates that there is no agreement with SWL that extends beyond the opportunity to submit a proposed MIDP and to have that Plan evaluated on its merits. He emphasizes that the MIDP will be subject to extensive public review and consultation and that this will involve top experts in the field. He states that details on the evaluation process will be made available in the coming weeks, and that as Board Chair – and a Toronto resident himself – he is committed to providing full due diligence to the process and states that *"the public can be assured that if Sidewalk Labs' proposal is not in the public interest and does not deliver on the outcomes we expect, it will not be approved."*

[Quayside plan will face extensive public review](#)

It has been 30 years since David Crombie, Toronto's former mayor, delivered his Royal Commission Report on the Future of Toronto's Waterfront. "Toronto was born on the waterfront," Crombie wrote, and "the people of Toronto ... understand the unique historic opportunity that the waterfront gives this metropolitan city." Waterfront revitalization...

Toronto Star , A11 - 2019-04-01

**From:** [Gillis, Kelly \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Cc:** [Peets, Gerard \(INFC\)](#); [Tremblay, Jenny \(INFC\)](#); [Eyre, Jennifer \(INFC\)](#); [Dixon, Lucas \(INFC\)](#)  
**Subject:** Re: FYI - Civic Lab #3 recap  
**Date:** March 30, 2019 7:27:35 AM

Thanks [REDACTED]

Sent from my iPhone

On Mar 29, 2019, at 10:40 AM, Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)> wrote:

FYI – debrief from this week's WF civic lab in TO on "realizing value of data".

**From:** Faraday-Smith, Nancy (INFC)

There were 50 or so attendees, a number of whom were in supporting roles to either Waterfront (e.g., 5-6 DSAP panelists and 4 invited speakers) or the facilitator (one at each table), or were working level reps from the City or province. There were also 3-4 members of the media, including two from the Globe & Mail. [REDACTED]

The session was meant to be part of an ongoing dialogue to inform the bigger picture in advancing Quayside dialogue. To that end, I think it gave participants more to think about but no concrete answers per se.

A couple of key take-aways for me are:

<!--[if !supportLists]-->•<!--[endif]-->**IP and capturing value of data are complex, and will be especially so for Quayside.** Realizing the value from data depends a great deal on the operating context. The more narrow or specific the scenarios, likely the more straightforward the economic capture, e.g. creating a patent derived from a specific data set. In the context of Quayside, given the potential breadth and depth, and number of innovators, economic capture could cut across multiple IP avenues (patents, copyrights, trade secrets, contract (e.g., licensing to manage the value proposition), technical measures) and multiple types of databases or data sets (e.g., real time, public, private, historic).

<!--[if !supportLists]-->•<!--[endif]-->**There is optimism about economic opportunities at Quayside.** In spite of the complexity, if done right Quayside could provide a highly attractive testbed for innovators. Citizen mistrust of SWL and data collection, coupled with lack of public knowledge about economic capture, make it challenging to convey value of data and broader opportunity presented by Quayside. Waterfront was encouraged to promote more conversations, disseminate more information about this opportunity. I really liked McBride's statement about innovation, i.e., that if we stay in our comfort zones we don't learn anything, and if we trapped in a panic mode we also don't

learn anything. He sees the Quayside project as a way innovate in between those two points of stagnation.

Nancy

Please find below a high-level summary of today's Civic Lab #3 that focused on "Realizing the Value of Data."

- To set context for discussion, Kristina Verner for Waterfront Toronto began by re-capping the last two Civic Labs, focusing on two use cases from Connecting Windsor-Essex to illustrate possible approaches to economic models for valuing data. She noted that a public consultation on the outcome of the civic lab series is expected to take place the week of May 13th.
- A series of expert briefings were provided on IP in the Canadian Context (George Takach, McCarthy's); Smart City data as a public resource (Kurtis McBride, MioVision); the World of Open Data (Bryan Smith, ThinkData Works, Inc); and on Best Practices from Around the World (Michael Geist, Uottawa).
- Takach provided a brief IP 101 and noted how the PDA (Schedule G) deals with IP for Quayside. In his view, Quayside could present IP testbed opportunities as an alpha site (prototyping); beta test site (pre-commercial release); and, as an early adopter environment.
- McBride spoke to smart city concept where an application layer (with ROI benefit to citizens) feeds into a data exchange layer, one that no one company needs to or should own this layer (sees this as a federated approach for economic exchange). He was encouraging of facilitating innovation (stay comfortable and we don't learn anything, get into panic mode and we don't learn anything).
- Smith presented on ThinkData Works' platform which acts as an intermediary between data providers (typically government data portals) and business as data users, and could serve as a model for a civic data trust in that it is independent, public-facing, open by design (but able to provide row and column level permissions providing security for sensitive public data), optimized, GDPR compliant, integration-ready, and monitored. In his view, if the Quayside project can get this right, Toronto will be world leader in creation of data trust for open data
- Geist's presentation was brief, noting that the question of realizing the value of data depends on what matters in the context of the jurisdiction, pointing to where other countries/cities are engaged in measuring different values, e.g., India/city development; Japan/private company growth; Brazil/low cost housing; UEA/environment. In sum, he concluded that how we extract value is the wrong question. We should be focused on WHAT do we value.

As with other Civic Labs, WT will provide a summary of the event.

Note Next DSAP meeting is Monday afternoon in Toronto

**From:** Faraday-Smith, Nancy (INFC)  
**To:** INFC.O IPI.admo-BSMA.IPI O.INFC; Campbell, Glenn (INFC)  
**Subject:** FW: Weekly call Federal Secretariat/ WT  
**Date:** March 29, 2019 5:47:45 PM  
**Attachments:** image001.png

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Glenn,

I defer to your preference/availability for this meeting. If you'd prefer not to formalize, we can always reconvene the weekly call with WT the following Monday (April 8<sup>th</sup>).

Nancy

---

**From:** Julie Bowering [REDACTED]@waterfrontoronto.ca]  
**Sent:** March 29, 2019 4:07 PM  
**To:** Faraday-Smith, Nancy (INFC) ; Edward Chalupka  
**Cc:** Campbell, Glenn (INFC) ; Greg Barley ; INFC.O IPI.admo-BSMA.IPI O.INFC ; Meg Davis ; Tippins, Shawn (INFC) ; Kristina Verner  
**Subject:** RE: Weekly call Federal Secretariat/ WT

Hi,

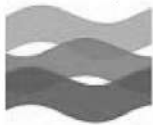
Looking at the calendar for Tuesday, would 2pm work?

Kindly confirm.

Thank you.

Julie

julie bowering | admin assistant to the cfo, finance department, cdo, development | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]@waterfrontoronto.ca | [www.waterfrontoronto.ca](http://www.waterfrontoronto.ca)



**WATERFRONT**oronto

---

**From:** Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>  
**Sent:** Friday, March 29, 2019 2:47 PM  
**To:** Edward Chalupka [REDACTED]@waterfrontoronto.ca>  
**Cc:** Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Greg Barley [REDACTED]@waterfrontoronto.ca>; INFC.O IPI.admo-BSMA.IPI O.INFC <infrc.ipi.admo-bsma.ipi.infrc@canada.ca>; Meg Davis <MDavis@waterfrontoronto.ca>; Julie Bowering [REDACTED]@waterfrontoronto.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>

**Subject:** RE: Weekly call Federal Secretariat/ WT

Hi Ed,

Glenn now has a conflict on Monday with this weekly call (and I'll be with most of you guys at DSAP) so I was wondering if it would make sense to more informally find 20 minutes or so on the margins of the ADM briefing on Tuesday should there be specific bilateral issues to discuss.

Welcome WT's thoughts,

Nancy

-----Original Appointment-----

**From:** Greg Barley [REDACTED]@waterfrontoronto.ca]  
**Sent:** February 21, 2019 10:28 AM  
**To:** Greg Barley; Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC); Ladouceur3, Natalie (INFC);

Edward Chalupka; Meg Davis; Julie Bowering; Tippins, Shawn (INFC); Kristina Verner

**Subject:** Weekly call Federal Secretariat/ WT

**When:** April 1, 2019 1:00 PM-2:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** Call - Meg's office

**External Users**

**Participants call:**

**Enter the conference number** and press #



**From:** Campbell, Glenn (INFC)  
**To:** Gillis, Kelly (INFC); Peets, Gerard (INFC); Tremblay, Jenny (INFC)  
**Cc:** Eyre, Jennifer (INFC); Dixon, Lucas (INFC)  
**Subject:** FYI - Civic Lab #3 recap  
**Date:** March 29, 2019 10:40:00 AM

FYI – debrief from this week’s WF civic lab in TO on “realizing value of data”.

**From:** Faraday-Smith, Nancy (INFC)

There were 50 or so attendees, a number of whom were in supporting roles to either Waterfront (e.g., 5-6 DSAP panelists and 4 invited speakers) or the facilitator (one at each table), or were working level reps from the City or province. There were also 3-4 members of the media, including two from the Globe & Mail.

The session was meant to be part of an ongoing dialogue to inform the bigger picture in advancing Quayside dialogue. To that end, I think it gave participants more to think about but no concrete answers per se.

A couple of key take-aways for me are:

- **IP and capturing value of data are complex, and will be especially so for Quayside.** Realizing the value from data depends a great deal on the operating context. The more narrow or specific the scenarios, likely the more straightforward the economic capture, e.g. creating a patent derived from a specific data set. In the context of Quayside, given the potential breadth and depth, and number of innovators, economic capture could cut across multiple IP avenues (patents, copyrights, trade secrets, contract (e.g., licensing to manage the value proposition), technical measures) and multiple types of databases or data sets (e.g., real time, public, private, historic).
- **There is optimism about economic opportunities at Quayside.** In spite of the complexity, if done right Quayside could provide a highly attractive testbed for innovators. Citizen mistrust of SWL and data collection, coupled with lack of public knowledge about economic capture, make it challenging to convey value of data and broader opportunity presented by Quayside. Waterfront was encouraged to promote more conversations, disseminate more information about this opportunity. I really liked McBride’s statement about innovation, i.e., that if we stay in our comfort zones we don't learn anything, and if we trapped in a panic mode we also don't learn anything. He sees the Quayside project as a way innovate in between those two points of stagnation.

Nancy

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- To set context for discussion, Kristina Verner for Waterfront Toronto began by re-capping the last two Civic Labs, focusing on two use cases from Connecting Windsor-Essex to illustrate possible approaches to economic models for valuing data. She noted that a public consultation on the outcome of the civic lab series is expected to take place the week of May 13th.

- A series of expert briefings were provided on IP in the Canadian Context (George Takach, McCarthy's); Smart City data as a public resource (Kurtis McBride, MioVision); the World of Open Data (Bryan Smith, ThinkData Works, Inc); and on Best Practices from Around the World (Michael Geist, Uottawa).
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As with other Civic Labs, WT will provide a summary of the event.

Note Next DSAP meeting is Monday afternoon in Toronto

**From:** Faraday-Smith, Nancy (INFC)  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC  
**Subject:** RE: Civic Lab #3 recap  
**Date:** March 27, 2019 11:25:04 AM

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There were 50 or so attendees, a number of whom were in supporting roles to either Waterfront (e.g., 5-6 DSAP panelists and 4 invited speakers) or the facilitator (one at each table), or were working level reps from the City or province. There were also 3-4 members of the media, including two from the Globe & Mail. [REDACTED]

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Nancy

---

**From:** Campbell, Glenn (INFC)  
**Sent:** March 27, 2019 7:35 AM  
**To:** Faraday-Smith, Nancy (INFC)  
**Cc:** Tippins, Shawn (INFC) ; INFC.O IPI.admo-BSMA.IPI O.INFC  
**Subject:** Re: Civic Lab #3 recap

Thanks, couple of questions:

So what are take away messages? How to wrap or summarize what this means for advancing Quayside issues? Did it achieve what was intended? [REDACTED]

Glenn Campbell

[REDACTED]

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Tuesday, March 26, 2019 11:07 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC  
**Subject:** Civic Lab #3 recap

Glenn,

Please find below a high-level summary of today's Civic Lab #3 that focused on "Realizing the Value of Data."

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As with other Civic Labs, WT will provide a summary of the event.

Let me know if any questions.

Nancy

**From:** Campbell, Glenn (INFC)  
**To:** Faraday-Smith, Nancy (INFC); Devlin-Coull, Melissa (INFC); Lacroix2, Isabelle (INFC)  
**Cc:** Tippins, Shawn (INFC); Sookhdeo, Zahira (Ext.); INFC.O IPI.admo-BSMA.IPI O.INFC  
**Subject:** Re: Copies of OICs - Signed Mar 21, 2019  
**Date:** March 25, 2019 2:35:52 PM

Would like to avoid an amended letter if possible

Glenn Campbell

613 941 0722 (w)

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Monday, March 25, 2019 2:31 PM  
**To:** Devlin-Coull, Melissa (INFC); Lacroix2, Isabelle (INFC)  
**Cc:** Tippins, Shawn (INFC); Campbell, Glenn (INFC); Sookhdeo, Zahira (Ext.); INFC.O IPI.admo-BSMA.IPI O.INFC  
**Subject:** FW: Copies of OICs - Signed Mar 21, 2019

Hi Melissa, Isabelle –

As you may recall, the Minister recently send a Letter of Appointment to Mr. Stephen Diamond in respect of his joint appointment by Canada, Ontario and the City of Toronto as Chair of Waterfront Toronto. The attached briefing package includes the signed letter from the MIN indicating his term would be effective from March 15, 2019 to March 14, 2021.

their Lieutenant Governor OIC was just signed on Thursday, making their term of appointment effective March 21, 2019 (for a period of three years).

Given this discrepancy, am I correct in understanding that we should prepare an updated letter for the Minister, along with a cover note to explain the change in term?

Many thanks,

Nancy

**From:** Ren, Wendy (MOI)  
**Sent:** March 22, 2019 6:39 PM  
**To:** Zoladek, Marta (MOI) <[Marta.Zoladek@ontario.ca](mailto:Marta.Zoladek@ontario.ca)>; Richards, Jerusha (MOI) <[Jerusha.Richards@ontario.ca](mailto:Jerusha.Richards@ontario.ca)>; Northey, James (MOI) <[James.Northey@ontario.ca](mailto:James.Northey@ontario.ca)>  
**Cc:** Redish, Adam (MOI) <[Adam.Redish@ontario.ca](mailto:Adam.Redish@ontario.ca)>; [REDACTED]; Leonard, Devyn (MOI) <[Devyn.Leonard@ontario.ca](mailto:Devyn.Leonard@ontario.ca)>; Whitehead, Cam (MOI) <[Cam.Whitehead@ontario.ca](mailto:Cam.Whitehead@ontario.ca)>; [REDACTED]  
**Subject:** RE: Copies of OICs - Signed Mar 21, 2019

Hi Marta,

Thanks for sharing the OIC for WT chair.

I have a question related to the effective date of the WT chair. Our OIC said the effective date is on March 21, 2019 (the date the OIC approved and ordered), but effective dates in Federal government and Toronto's approvals are March 15, 2019.

In this case, could we assume that the WT chair's effective date is the latest date (March 21) and no further communication to address different dates among governments is needed?

Thanks

Wendy

**Wendy Ren, Ph.D**

Director, Policy and Planning Branch

Infrastructure Policy Division

Ministry of Infrastructure

Tel: 416 325 7966

e-mail: [wendy.ren@ontario.ca](mailto:wendy.ren@ontario.ca)

ATTENTION: This message, including any attachments, is confidential and may contain information that is privileged and exempt from disclosure under applicable law. Please do not distribute, copy or use it without my express authorization. If you have received this message in error, or you are not one of the addressees listed above, please notify me immediately by return e-mail and permanently delete this message from your mailbox. Thank you.

---

**From:** OIC Admin <[oiadministrator@ontario.ca](mailto:oiadministrator@ontario.ca)>

**Sent:** Friday, March 22, 2019 4:57 PM

**To:** Salim, Fateh (MGCS/MOI)

**Subject:** Copies of OICs - Signed Mar 21, 2019

Hello,

Please see the attached OICs, signed by the Lieutenant Governor on March 21, 2019.

Thank you,

**Orders In Council Admin**

Email: [OICadministrator@ontario.ca](mailto:OICadministrator@ontario.ca)

Executive Council Office | Cabinet Office

**From:** [Marchildon, Caroline \(INFC\)](#)  
**To:** [Gillis, Kelly \(INFC\)](#); [Campbell, Glenn \(INFC\)](#); [Peets, Gerard \(INFC\)](#)  
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FYI: Waterfront Toronto – Overview of issues, places and players from the Toronto Star:

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## **To the letter**

**Sidewalk Labs is working on a proposal to bring a large, sensor-driven 'smart city' to Toronto's waterfront - and the world is watching. Yet, Environics Research recently conducted a survey for the Toronto Region Board of Trade that found 50 per cent of Torontonians haven't heard, or aren't sure if they've heard, about the project. So, using the letters of the alphabet (Alphabet is also the name of the company that owns Google and its sister firm Sidewalk Labs) the Star offers a brief overview of the key names, issues, places and players in this ongoing and controversial story**

by: Donovan Vincent Housing Reporter

Alphabet, the parent company of Google and Sidewalk Labs is based in Mountain View, Calif., northwest of San Jose. The company was born after the corporate restructuring of Google in October 2015. Sidewalk Labs, an "urban innovation" firm based in Manhattan, was formed later that year and is working with Waterfront Toronto to build a tech-driven smart city on Toronto's waterfront. Alphabet is a company worth tens of billions of dollars U.S., revenues driven largely by Google. Aside from Google and Sidewalk, Alphabet includes Google Maps, Chrome, YouTube, mobile operating system Android and other entities. Late last year Sidewalk Labs began negotiating with Illinois to sell the state a tool called Replica that maps out commuting patterns using an individual's de-identified cellphone location data. Illinois plans to use Replica to build a travel demand model that gives city planners the ability to "run alternative scenarios for where traffic would go if a new bridge or road were constructed." Sidewalk has offered to bring the tool to Toronto for free.

Sidewalk Labs won a competitive request for proposals (RFP) that Waterfront Toronto, a tri-government corporation dedicated to revitalizing Toronto's waterfront, issued in March 2017. The RFP calls for an innovation and funding partner to create a "globally significant" community that will highlight advanced technologies, sustainable practices, innovative building materials and business models and "climate positive" urban development. The RFP was for Quayside, a 12-acre development site near Queens Quay and Parliament St. The RFP says it might be beneficial to advance successful outcomes from the project beyond Quayside, to the eastern waterfront. Waterfront Toronto's 12-member board of directors will approve or reject the project. (Other levels of government will likely weigh in on final approvals as well). Toronto developer Steve Diamond, the new chair, says the board is in no way obliged to give the green light to Sidewalk's final plan. The Sidewalk file has been a contentious one for the board - one member, prominent Toronto developer Julie Di Lorenzo, resigned last summer, saying she felt Waterfront Toronto was too closely aligned with Sidewalk Labs and fell short of properly addressing concerns around Sidewalk's data collection plans. Then in December, Ontario's Infrastructure Minister Monte McNaughton fired three board members including the chair, after Bonnie Lysyk, Ontario's auditor general, released a report slamming Waterfront Toronto and its handling of the Sidewalk file. The province recently made four new appointments to the Waterfront Toronto board.

Sidewalk Labs sees itself as a "catalyst" when it comes to its plan to bring a tech-driven, mostly residential neighbourhood to Toronto's eastern waterfront. In a speech last October to Sidewalk's advisory panel of Canadian



executives, academics and urban experts, Sidewalk Labs CEO Dan Doctoroff described the firm's role as being an "essential catalyst." On a "beta site" - a 12-acre parcel near Queens Quay E. and Parliament St. and another parcel just south of there that Sidewalk calls "Villiers West" - the company wants to unveil data collecting sensors, autonomous vehicles and more. Doctoroff told the Star that after Quayside his company wants to expand these technologies and innovations across the eastern waterfront to the Port Lands. Doctoroff says Sidewalk intends to build on 10 per cent of land that can be developed in the eastern waterfront, property that will also take in Google's new Canadian headquarters, and an "innovation hub" Sidewalk wants to create. Governments, private developers and others would build on the remaining lion's share, Sidewalk says. Quayside alone would provide housing for about 5,000 residents, according to a site plan released in November. It would take about seven years to build, Sidewalk says.

Sidewalk Labs is proposing to collect and use data with the intention of helping to make everyday life more efficient for its residents, employees drawn to new jobs in the area and visitors who'll be passing through. Using sensors and other data collection methods, noise levels could be measured, as could air quality, temperature, wind conditions, traffic (pedestrian, cyclist, vehicle), waste disposal habits and more, Sidewalk says. But critics charge all this data collection will eventually lead to massive breaches of personal privacy. Sidewalk has pledged not to control data gathered at the smart city, and is calling for an independent "civic data trust" to store and oversee that data. The trust will serve as a "sheriff" that acts to police the "wild west" of data collection that already exists in the public realm, CEO Dan Doctoroff says. The Toronto Region Board of Trade has suggested that the Toronto Public Library could be in charge of the data. Sidewalk says it will not sell personal information and any such information collected will be de-identified at source, unless express consent is knowingly and explicitly given. Sidewalk has also promised to base its technology on "open standards" that outside parties can build on and connect their services to. Kurtis McBride, who is part of the panel advising Waterfront Toronto on the Sidewalk Labs endeavour and who is CEO and co-founder of Miovision, a Kitchener-based firm specializing in smart city technology, says Waterfront Toronto, city council, the province and federal governments need to pay more attention to the potential "economic value creation" of data and digital infrastructures that will flow from the Quayside project. Meanwhile, critics remain deeply suspicious of Sidewalk's long term intentions, given the firm's ties to Google - which has made a lot of money from our personal data.

Sidewalk has the goal of being an "innovation manager for the entirety of the eastern waterfront." In this role the firm says it would set design and innovation "guidelines for vertical and horizontal development" including a "radical rezoning of the entirety of the area needed to achieve Sidewalk's economics." Aside from the obvious goal of making money through increases in land value, investments in infrastructure, and licensing innovations that other jurisdictions could later adopt, Sidewalk Labs' says its end game in broad terms is not about being a tech company, but rather "an urban place-making company" that uses technology to achieve objectives everyday people share, say CEO Dan Doctoroff. He says those objectives include wanting to live in less expensive homes, having reduced commuting times, a healthier environment, inclusive economic opportunities and a sense of community. "That is why we are doing this," Doctoroff recently told the Star's editorial board.

In February, Toronto city council unanimously endorsed a motion by Councillor Joe Cressy calling for the city to develop its own policy framework of rules and regulations to govern the storage and managing of data collected from smart city projects. Cressy wants to see a public consultation process and then a set of "data governance principles" hammered out. "It's critical that as smart city proposals arrive, that it is cities and not private companies that lead the discussion," Cressy tweeted after his motion was approved. Cressy says he'd like to see the final policy formalized and in force by year's end or early next year. Right now the city doesn't have an overall policy tailored to data collected through smart city technology. We're behind cities such as Barcelona, where Francesca Bria, the city's chief technology and digital innovation officer, helped launch the Barcelona Digital City Plan, which prioritizes the digital rights of its citizens.

Governments at all three levels have interacted in some way with the Sidewalk Labs project. In October 2017, Prime Minister Justin Trudeau, then-Ontario Premier Kathleen Wynne and Toronto Mayor John Tory gathered in Toronto to announce the launch of the Quayside proposal and Sidewalk's involvement. All three leaders seemed generally positive about the news. Trudeau told the gathering that Waterfront Toronto has found an "extremely promising" partner in Sidewalk Labs, which "will create a test bed for new technologies at Quayside. Technologies that will help us build smarter, greener, more inclusive cities, which we hope to see scaled across Toronto's eastern waterfront and eventually in other parts of Canada and around the world." Wynne told the crowd, "Our goal is to build a complete urban community ... a place where innovation of every variety can flourish." Tory said, "Sidewalk will work to develop solutions to some of our city's most pressing urban problems, from housing affordability, to



mobility and sustainability." Recently, with news the Star broke that Sidewalk wants to expand its vision beyond Quayside, a senior provincial government official at Queen's Park told the Star "there is no way on God's green earth" that Premier Doug Ford would ever sign off on handing away hundreds of acres of "prime waterfront property to a foreign multinational company." On the record, the province says its four new appointments to the Waterfront Toronto board will ensure any proposal Sidewalk presents passes muster with taxpayers, has strong oversight and privacy protection and puts the public first. These days Tory says he wants Sidewalk's work conducted in a "healthy, transparent manner" but he is generally reserving judgment until he sees the firm's final plan. Ottawa has taken a similar stance, adding that any proposal put forward must address privacy concerns and meet regulatory approvals from all levels of government.

Sidewalk Labs is vowing to create a "new standard for affordable housing" on the 12-acre Quayside area and beyond. In a press briefing last November, Sidewalk says of the estimated 2,500 new units of housing that will be built on the site, 40 per cent will be below market housing, including 20 per cent affordable housing, which will include 5 per cent "deep affordable" units. The city defines affordable as less than the Canada Mortgage and Housing Corporation's average market rent for the GTA, which currently for a one bedroom is \$1,270 a month. Deep affordable generally refers to nonmarket social housing, which accounts for about 8 per cent of the total housing in the city. Another 20 per cent of the units at Quayside would be middle income units, Sidewalk Labs says, including 5 per cent "shared equity purchases" for middle income households who can't afford the full down payment for a condo. Sidewalk says it is looking to partner with government at all levels, as well as housing non-profits, to "leverage existing programs that are typically used to support affordable housing development" across the city. Sidewalk CEO Dan Doctoroff says the project needs to "scale" beyond Quayside and into the Port Lands to achieve these affordability targets. But University of Toronto professor David Hulchanski, an expert on affordable housing and homelessness, says given that Sidewalk's proposal calls for development to take place on public land, the firm's affordable housing targets fall far short, in his view. "I'm just saying on publicly owned land we should do a lot for people unable to afford what the market has to offer. Five per cent (deep affordable) is laughable - it's not serious," he said in an interview, pointing to the nearby St. Lawrence neighbourhood, which Hulchanski points out has 50 per cent social housing - a mix of affordable to deep affordable. He added that Sidewalk's 40 per cent below market housing targets will also be hampered by the fact social housing supply programs from Ottawa and the province aren't there. Hulchanski also worries that despite these affordable housing targets, the tech neighbourhood Sidewalk envisions will in the end only be a magnet for the well-to-do. "Google, like many firms, (doesn't) have much interest in people who don't have much money. They have an interest in having middle and high income people," Hulchanski adds.

Innovation, everything from self-driving cars, streets that get rid of snow and ice, or roads where pieces needing repair can be removed and replaced rather than dug up are some of the many features Sidewalk Labs is promising. Recently at its head office on Queens Quay E., Sidewalk held an open house to show off prototypes of hexagonal sidewalks that light up to show changes to how a street is being used, in addition to having the ability to melt snow. The open house also featured Sidewalk Labs' "building raincoat" covers, which can be opened when the weather is warmer or closed to give cover when it's cold, snowing or raining. Sidewalk also wants to use timber to construct all of the 12 buildings in the neighbourhood. In addition, Sidewalk wants to pilot a thermal grid that would tap into multiple sources of energy for the purposes of circulation and reuse, which, the firm says in its documents, would enable the heating and cooling of its buildings without the use of fossil fuels. Sidewalk also wants to establish an "urban freight transit system" that could utilize robots to make deliveries to homes and businesses in the area or haul solid waste. In its "Project Vision" document, Sidewalk says "pallet-shaped" robots would be able to deliver a wide variety of items through tunnels or "channels," which would mean fewer trucks on the streets. "Few if any deliveries would arrive on traditional trucks; virtually all arriving deliveries would be routed into a consolidation or distribution centre that would sort packages and then distribute them on the underground robot network," Sidewalk says.

Sidewalk says its project has the potential to create tens of thousands of jobs. In its site plan, released in November, Sidewalk states that 9,000, direct and indirect jobs will be created in Ontario as a result of building construction at Quayside alone. Much of that will come from a new timber factory Sidewalk wants launched - the company says its final plan, due in the coming weeks, will detail who would launch the factory - to supply wood for the buildings at Quayside. With concrete foundations and timber skeletons, the buildings would together create the largest concentration of timber structures in the world, Sidewalk says. The factory is vital because the reason timber buildings and timber construction has never reached "critical mass" is there's never been the supply chain - actually producing enough timber to justify a factory, says Sidewalk Labs CEO Dan Doctoroff. "We think it's possible here," Doctoroff says referring to Quayside and beyond. When Quayside is completed, the mix of jobs "on site" including

office and retail will total 3,900, according to Sidewalk. In phases two and three of the project, Sidewalk hopes to spread its vision out to the Port Lands, where the firm estimates up to 70,000 jobs could exist "on site" upon completion of construction, including at the new Google Canada head office and a new innovation hub. But in an interview last year, Rana Foroohar, a Financial Times writer and author of *Makers and Takers: The Rise of Finance and the Fall of American Business*, said "these firms sell themselves as innovators and job creators, but they create far fewer jobs than even the previous generation of tech firms such as Microsoft or IBM."

In February, the Star published an exclusive story based on leaked documents from a presentation Sidewalk Labs gave near the end of October or early November to its parent company Alphabet. The documents outline Sidewalk's interest in spreading out into the Port Lands and paying upfront for big ticket items such as an LRT line and getting paid back through development charges or tax increment financing - money that usually goes to city governments to build things such as roads and transit. Sidewalk Labs' CEO Dan Doctoroff says the headline for the story, which stated the firm is planning a "massive expansion to its waterfront vision," left the impression Sidewalk was hiding information the public didn't know. "That, to be perfectly blunt, was ridiculous," he told the Star's editorial board recently. Sidewalk has always been upfront about the notion their project only works if it is "scaled up" beyond Quayside, he said. He went on to add that Waterfront Toronto's original RFP from 2017 mentions the notion of "scaling" beyond Quayside 20 times, Sidewalk's response to the RFP mentions it more than 100 times, and city documents and the July 2018 Plan Development Agreement between Waterfront Toronto and Sidewalk talk about the concept too. But Doctoroff was asked by the Star to explain why Sidewalk's Nov. 29 site plan, which came about a month after the presentation to Alphabet, mentions Quayside over a dozen times, yet makes no reference to expanding beyond Quayside into the Port Lands. Doctoroff replied that the concepts in the leaked documents weren't fully baked at the time. "I don't like to promise things we don't have any intention of doing," he said.

Sidewalk says its Quayside and Villiers West project can't work without a new LRT line built near the waterfront. Sidewalk is proposing to finance the line upfront and be paid back later through tax increment financing or development charges that would accrue through increased land values created by the LRT and new infrastructure projects. Financing the construction of a new LRT to serve the Port Lands would allow the line to enter service "years, if not decades sooner" than if the company didn't intervene, Sidewalk says. Sidewalk doesn't want to own the LRT and says it would stay in public hands. The city has been planning to build an LRT on the east waterfront for at least a decade, but it is currently unfunded and has less political support than transit projects such as the Relief Line or Scarborough Subway extension. The city has estimated its version could cost more than \$1.2 billion. Sidewalk Labs spokesperson Keerthana Rang said "ideally the LRT would be built with public dollars," but Sidewalk is "developing options for Waterfront Toronto and governments to consider as alternatives if public funding is not available." According to diagrams Sidewalk has published, the LRT would mostly follow the route envisioned by the city, and would run along Queens Quay, Cherry St., Commissioners St. and an extension of Broadview Ave. Sidewalk also envisions a second phase that would push the LRT further south to Unwin Ave.

Sidewalk Labs is busy working on a final Master Innovation and Development Plan that will lay out the design and development vision for their Quayside beta site. According to the city of Toronto's website the MIDP will "make specific proposals in the areas of affordable housing, mobility, buildings, sustainability, public realm, community facilities, digital governance and data applications," for the project. The MIDP will also contain financial plans for the project, Sidewalk says, adding it hopes to have the document finished sometime this spring. It's expected to be hundreds of pages long. Once the MIDP document is released, Waterfront Toronto says there will be an evaluation period that includes input from external experts, government partners, and consultations with the general public. After that, Waterfront Toronto's board will vote to accept or reject its evaluation team's recommendations. The city of Toronto is also expected to produce a staff report on the MIDP which could go before city council for a vote. The province and Ottawa will also likely weigh in.

Sidewalk Labs' story is heavily steeped in New York. The firm is based in Manhattan, and its New Jersey-born CEO, Dan Doctoroff, 60, is the former deputy mayor for economic development of New York City from 2002 to 2008, most of that time under then mayor and billionaire Michael Bloomberg. After that, Doctoroff went on to serve as president and CEO of Bloomberg's company Bloomberg L.P., a media, data, software and financial firm in Manhattan, before leaving to become head of Sidewalk Labs. While deputy mayor, Doctoroff began working on the rebuild of New York after the devastating Sept. 11, 2001 terrorist attack on the World Trade Center. Behind the scenes he helped guide numerous initiatives in the city, including the recently opened Hudson Yards development, a massive \$25-billion complex of soaring residential and office towers. As recently reported in the New York Times, tax breaks and funding from the city for Hudson Yards have reached nearly \$6 billion, according to public records and analysis from the New School, a research university in Manhattan. Doctoroff recently told Bloomberg news

service in Toronto that, similar to the Hudson Yards approach, when it comes to financing Quayside and beyond, Sidewalk could "go to bondholders and get them to put up the money (up front) on the hope that there would be development in the area," then use incremental tax revenues and other funds to pay the debt on the bonds. "In effect, investors would only get paid back, with a negotiated return, if the project sends significant additional revenue flowing into public coffers," Doctoroff stated in an op-ed he penned for the Star in February. He later told the Star's editorial board that "creative financing alternatives" like this broke the logjam when it came to developing Hudson Yards, and the same could be done to finance a new waterfront LRT and more. But critics say governments shouldn't allow this type of funding or tax incentives for big business. Amazon recently pulled out of setting up a headquarters in Queens after similar concerns from the public there resulted in a backlash against the company.

Opposition to the Sidewalk Labs project in Toronto has been fierce. Individuals and groups here are regularly criticizing the project or outright trying to get it shut down. Notable among the critics is former Research In Motion (later rebranded as BlackBerry) CEO Jim Balsillie, who last year penned an opinion piece for the Globe and Mail saying that Sidewalk Toronto is not a smart city, but rather a "colonizing experiment in surveillance capitalism attempting to bulldoze important urban, civic and political issues." Around this time, Saadia Muzaffar, a Toronto tech expert and member of the Digital Strategy Advisory Panel, a group of technology and privacy experts advising Waterfront Toronto on the Sidewalk project, suddenly resigned, complaining among other things that Waterfront Toronto's senior members are "consistently dodging important questions" about the project and failing to show leadership on the file. Bianca Wylie, an advocate for open government and a tech specialist, is another prominent critic. She is a member of #Blocksidewalk, a Toronto group that is trying to shut down the project. The group is trying to achieve a "reset" - scrap the RFP that brought Sidewalk on board and start over - which would put Torontonians, not Sidewalk Labs in the "driver's seat," the group says. They want public consultations to gather input on what the city wants for the waterfront and then a new RFP process based on those findings. "Torontonians were not asked what they wanted for the waterfront. We should have been consulted," says Nasma Ahmed, a #Blocksidewalk member and director of the Toronto non-profit Digital Justice Lab. And joining the fray recently was the Canadian Civil Liberties Association, an independent, national, non-partisan rights group, which is threatening to launch legal action to block the project until the city, province and federal government establish "digital data governance policies" for the proper use and storage of personal data collected in the smart city.

Sidewalk Labs wants to expand into the Port Lands. The area, southeast of the downtown core, is comprised of 800 acres of mostly publicly owned waterfront land. "Holistic thinking is what can accelerate the provision of infrastructure on the eastern waterfront and more quickly unlock the value of the Port Lands," Sidewalk Labs argues. The Port Lands was once large wetlands in Lake Ontario, but in the 1880s the area was filled in to create additional land for shipping, sawmills, cattle processing, an electrical generating station, and storage facilities for coal, oil and cement. As a result, much of the land is contaminated and lengthy remediation will need to happen. Currently, the Port Lands has huge unused portions, though there are some active industries, retail outlets, a large music rehearsal factory, restaurants, a night club, recreational areas, film studios and other uses. Parts of the Port Lands and other nearby sections of the city are at risk for a major flood event, and so all three levels of government have pitched in toward a \$1.25-billion flood protection plan underway in the area, a necessary step before any major redevelopment. The plan includes establishing a river mouth and a greenway - an environmental protection zone - that can absorb floodwater. Among a lengthy list of changes, the project calls for the grade to be raised in most parts of the Port Lands by about two metres. The area falls under the mandate of Waterfront Toronto. The flood protection work should be completed by 2024, the corporation says. No development would likely happen before that.

According to the site plan for Quayside, Sidewalk wants to erect a series of bridges across the Parliament slip, a narrow body of water south of Queens Quay. The bridges would be for a new LRT line, a bicycle trail and pedestrian walkway over the slip. A tree-lined public square or plaza would also be established north of the bridges. What's there now is the slip, Sidewalk Labs' head office and old warehouses still in use. Sidewalk's site plan - which requires approval from Waterfront Toronto - makes room for a new Toronto District School Board primary school. The plan also envisions an advanced power grid that would utilize features such as photovoltaic panels to access clean energy sources for electricity, and a thermal grid that could use so-called "waste" (reusable) heat. The project calls for 12 buildings, about 70 per cent of which would be residential with a split of roughly 50-50 between purpose-built rental units and condos. The neighbourhood would have minimal parking spaces. Sidewalk CEO Dan Doctoroff would not immediately provide a price tag for the project, but said financials will be included in the final plan. The Quayside site plan, released Nov. 29, does not discuss the Port Lands.

In March 2017, Waterfront Toronto launched its international request for proposals (RFP) for Quayside, and



Sidewalk Labs was named the winner that October. But questions have been raised about the RFP process. For one thing, in her report this past December, Ontario Auditor General Bonnie Lysyk said, "Sidewalk Labs received more information from Waterfront Toronto prior to the RFP than other parties that would be responding to the RFP." Lysyk went on to say applicants were given six weeks to respond to a "complex request for proposal" compared to 10 weeks Waterfront Toronto gave for unrelated public art projects in the West Don Lands area. Peter Kent, Conservative MP and member of the federal standing committee on access to information, privacy and ethics, grilled Meg Davis, Waterfront Toronto's chief development officer, at the committee in February, suggesting the "fix was in" regarding the RFP. Waterfront Toronto countered that the RFP process was fair and transparent and that information provided to Sidewalk Labs and other proponents was available for all to see, including through the City of Toronto's open data portal. There was a pre-RFP "market sounding" during which Waterfront Toronto met with 50 companies from March 2016 to February 2017 to gauge interest in the Quayside project, the corporation says. Waterfront Toronto says the actual RFP was a two-stage process, lasting a total of 159 days - not six weeks - from March 17, to Aug. 22, 2017. It consisted of a six week pre-qualification phase followed by a best and final offer stage for three shortlisted proponents, the corporation says, and an evaluation and approval period followed, with the preferred candidate named by a steering committee that included external third party experts. The 159 days was Waterfront Toronto's second longest procurement, Davis said, adding the RFP process was governed by former Ontario associate chief justice and former Ontario integrity commissioner Coulter Osbourne and included legal opinions provided by two law firms in Toronto.

On its website, the city of Toronto describes a smart city as "a broad concept applied globally to describe, identify, and promote approaches and solution(s) that use technology and data to address major challenges that cities face to improve social, economic, and environmental outcomes for residents." The goal of the technology is also to make cities run more efficiently, though critics say cities are often being led rather than leading when it comes to the privacy, financial and social implications of this technology. Smart city technology is already in use extensively in Toronto - think Presto smart cards used on the TTC, or devices that collect traffic signal data at intersections along the King St. pilot project route. The City of Toronto is currently working on a strategy to address how best to deal with emerging technologies in this area, particularly the question of which technologies to invest in to ensure modernization for the city. The city joined forces with the Toronto Region Board of Trade in 2016 to form a smart cities working group. The group's goals include raising awareness about smart city projects both locally and abroad and creating a forum to "leverage" local smart city expertise. The working group has also organized three "Smart City Summits" between 2016 and 2018 to support dialogue and raise awareness about the subject. In addition, the group has been focused on developing a report, still in the works, aimed at better understanding the start-up landscape to help Toronto and TREB devise a "tech pitch" to promote trade. The group also focuses on what other city governments are doing to push tech forward. Markham recently joined forces with Bell Canada and IBM to launch a pilot project that will use smart city technology to improve city services by monitoring municipal buildings, vehicles and infrastructure - such as putting sensors on water mains where data about water system conditions will be collected. Mississauga uses smart city technology heavily - free public Wi-Fi throughout the city and an advanced traffic management system that uses data to improve traffic flow, for example - and the city is working on a smart city master plan it hopes to present for council approval in May. Internationally, there's a large smart city in Songdo, near Seoul, South Korea, and other cities using sensors and data on a large scale include Barcelona, and Singapore. All of these cities use data to measure everything from traffic congestion, to weather, air quality and the waste habits of its citizens.

Sidewalk Labs says tax increment financing (TIF) - paying for a project now and getting money back later based on anticipated tax revenue from future development - could be used to finance the LRT and other infrastructure costs. Sidewalk estimates that if the city established "value-capture zones" in the eastern waterfront, areas in which development charges and incremental property taxes were reserved for this specific geography, it could generate \$6 billion in value from the smart city project to pay for necessary infrastructure over the next 30 years. Sidewalk says it could also be reimbursed through development charges collected. Previous proposals to pay for transit projects using tax revenue from future development have met with little success. Mayor John Tory fell short on his campaign promise to use tax increment financing to pay for his SmartTrack plan, after city staff concluded taxes from future development near the line wouldn't raise nearly enough money. But according to Cherise Burda, executive director of Ryerson University's City Building Institute, the Waterfront LRT may be perfectly suited to be paid for using TIF or a similar plan, because it would be built in a low-density area expected to see massive new development. By contrast, SmartTrack was planned along existing GO Transit lines in already populated areas, limiting the potential for tax-generating new builds. "We know the development is coming" to the Port Lands, Burda said. "The difference between baseline property tax and what we can get is a lot bigger." It's rare, particularly in Canada, for a private

company to take the lead on financing a public transit line. But Murtaza Haider, an associate professor at Ryerson's Ted Rogers School of Management who has researched transit funding, said that's not necessarily a bad thing. He argued the key is that government and public bodies involved in any deal ensure it's transparent and protects the public interest. "The most important point is due diligence by public sector authorities," he said. David Soknacki, previously a councillor and budget chief for the city, says TIF comes with risk, pointing out: "the only thing you're sure of is the debt with TIF. You're not sure of the increment, the amount of the increment, nor how long it will take you to get the increment back," he says. Tax increment financing, a U.S.-born concept, is based on borrowing against anticipated increases in land value and the higher tax revenues that would be collected. Instead of devoting the higher amounts of revenue to a range of city services, the money goes to a single project. But research on the use of TIFs has shown they work best on smaller projects.

Instead of ripping up roads every time old infrastructure needs to be replaced, Sidewalk Labs says Quayside will feature a system of "utilitychannels" underground and under every floor of every building. This underground infrastructure will create space for electrical systems, water pipes, district heating and cooling infrastructure and telecommunications. This will do away with the need to excavate whenever a new "conduit" requires installation, Sidewalk says in its "Project Vision" document. The utility channels will give repair teams "easier access to those parts of the system that require the most frequent visits ... where meters and valves must be checked and where optical switches need to be upgraded to process faster fibre optic signals," Sidewalk says.

Sidewalk Labs says the autonomous or self-driving vehicle is the "most revolutionary transport technology under development" and will play a key role at Quayside. The neighbourhood will have limited parking for cars, and the design of its streets will be tailored for pedestrians, cyclists and shared self-driving vehicles, the firm says in its "Project Vision" document. Once built, Quayside will "immediately" be opened to allow controlled pilot projects with self-driving vehicles, with a shuttle between Quayside and Cherry Beach in the Port Lands, Sidewalk says. Quayside, and later the eastern waterfront as a whole, will become the "first place in the world where conventional vehicles will be a thing of the past," Sidewalk promises. Three years ago, Ontario launched a 10-year pilot program allowing the testing of self-driving or automated vehicles on Ontario roads. Requirements include that "the driver must remain in the driver's seat of the vehicle at all times and monitor the vehicle's operation, unless approved for driverless testing. For driverless testing, full human oversight of the vehicle's functionality is required while it is operating on a public roadway." Waymo, a subsidiary of Sidewalk Labs' parent company Alphabet, began a self-driving car service app that lets residents in Phoenix request one of these vehicles to get around in. Late last year unrelated firm Uber announced a limited relaunch of a few self-driving cars in Toronto. The company stopped testing them last year when one of its cars fatally struck a pedestrian in Arizona in March.

Waterfront Toronto was formed in 2001 after a task force set up by the city and province in 1991 to explore the future of Toronto's waterfront produced a sweeping report calling for \$12 billion in public and private funds for the area. When Waterfront Toronto launched, the three levels of government gave a total of \$1.5 billion to kick-start the corporation's 25-year mandate to revitalize 2,000 acres of brownfields along the waterfront, an area that takes in the Port Lands, West Don Lands, East Bayfront, as well as the central and wider waterfronts. A 12-member board, with representatives from all three levels of government, oversees Waterfront Toronto. The chair of the board makes \$30,000 a year; committee chairs, \$7,500 a year; and regular board members, \$5,000 annually. Members are paid \$500 per board meeting and \$500 per board committee meeting. Leveraging public money, the corporation works with private and public interests that purchase waterfront property. The money generated from these deals is then used to pay for public infrastructure. Waterfront Toronto's funds come through "contribution agreements" with the three levels of government. Key projects that have sprung up along or near the waterfront include the Jack Layton Ferry Terminal, the West Don Lands neighbourhood, revitalization of the Harbourfront Centre site, the revitalization of Queens Quay W. and the Corus Entertainment site.

The x-factors that could make or break Sidewalk Labs in Toronto are politics, activism, community input, financing, public opinion, trust and relationships built around the project, argues Shauna Brail, an expert on tech and innovation and an associate professor in University of Toronto's urban studies program. "It's a delicate balance and a still uncertain outcome," Brail says. She points out that as Canada's biggest city, and one of the fastest growing in North America, Toronto struggles despite its many strengths. "Each year, during budget time, it is clear that we lack the political will to build the city we deserve. Property taxes are among the lowest in the region. This year we learned that more than half of the city's state of good repair budget is dedicated to paying for a single stretch of downtown expressway. Capital projects, such as the Downtown Relief Line, remain unfunded," Brail says. When it comes to Sidewalk Labs' project, Brail says it's "not at all clear" that the general public at large "cares much, one way or the other" about what happens at Quayside - or even the larger site in the Port Lands. "But Toronto must care

and must act with care - taking into account the duelling needs of city-building and democracy," Brail adds.

Whether Sidewalk Labs accomplishes its goal or fails, the outcome of Sidewalk Labs' proposal will be a yardstick for other cities around the world, says Andrew Clement, professor emeritus in the faculty of information at the University of Toronto. Clement is an expert in privacy and data, and a member of the Digital Strategy Advisory Panel advising Waterfront Toronto on the Sidewalk Labs' project. Clement says when he first joined the panel he was keen to play a role in the project's goal of being innovative - "not just in terms of its technical features, but also innovative in terms of dealing with a range of thorny and interesting questions" raised by the digitization of everyday life, in particular the embedding of sensors or "surveillance" within an urban environment. He went on to say that worldwide attention has raised the stakes of the project. "Personally, I don't want to be associated with a project that falls short in areas in which I know something and care about. Not just privacy but digital governance which covers a wider range of subjects - what happens with data and what purposes will it be used for," Clement says. "Speaking as a researcher, an experiment is only a failure if you fail to learn anything from it. So I think it's a magnificent learning opportunity and we need to think of it that way. It's going to be messy and contentious - but I don't want to frame it as or success or failure based on approval or nonapproval," Clement adds. "The process can help inform other smart cities around the world on what to do and what not to do and how. That's certainly what I'm working towards and I think others are as well," says Clement.

Quayside is made up of three development blocks, with two totalling 10.5 acres owned by Waterfront Toronto and one at 1.5 acres controlled by various owners including the City of Toronto. All of the blocks are zoned CR(H) for commercial residential, with the "H" for 'hold' - meaning certain conditions must be met, such as paying a percentage to public art, before development can happen. According to a 2017 report to Toronto's executive committee, zoning for the area designates the land as mixed use, which allows a wide range of uses - commercial, residential and community. With regards to housing however, the zoning bylaws for the area include Section 37 requirements calling for a "minimum land contribution sufficient for 20 per cent of the units on site to be affordable rental housing," the city report

Photo: An artist's rendering of what Sidewalk Labs' high-tech neighbourhood on Toronto's waterfront could look like one day. Sidewalk's plans for the Quayside community include an estimated 2,500 new housing units. Sidewalk Labs CEO Daniel Doctoroff, left, is a former deputy mayor of New York City. Joe Cressy is councillor of Ward 10. The city has been planning to build an LRT on the east waterfront for at least a decade. This photo provided by Sidewalk Toronto shows the eastern waterfront of Toronto that it hopes to redevelop. Saadia Muzaffar resigned from Waterfront Toronto's digital advisory panel for Sidewalk. An artist's rendering of what Sidewalk Labs smart city project could look like on Toronto's waterfront. Mayor John Tory wants the work done in a "healthy, transparent manner." Sidewalk plans underground utility channels. Left, Researcher Shauna Brail focuses on the cultural and creative economy; above, Sidewalk's Innovation Zone. THE CANADIAN PRESS THE CANADIAN PRESS file photo Toronto Star photos René JohnstonToronto Star file photo THE ASSOCIATED PRESS FILE PHOTOS Steve RussellToronto Star file photo Heatherwick Studio Bernard WeilToronto Star file photo Johnny Guatto

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**From:** ps.donotreply-newsdesk-infomedia-nepasrepondre.sp@canada.ca [mailto:ps.donotreply-newsdesk-infomedia-nepasrepondre.sp@canada.ca]

**Sent:** March 23, 2019 3:32 AM

**To:** Khodr, Lama (INFC) ; Marchildon, Caroline (INFC) ; Wronski, Michael (INFC) ; Gillis, Kelly (INFC) ; Eyre, Jennifer (INFC) ; Powroz, Jen (INFC) ; Tam2, Pauline (INFC)

**Subject:** Flow of Funding

**Importance:** High

1/1 - **To the letter**

Toronto Star , Donovan Vincent Housing Reporter - 2019-03-23 03:14

...The RFP calls for an innovation and **funding** partner to create a "globally significant" community that will highlight advanced technologies, sustainable practices, innovative building materials and business models and "climate positive" urban development. The RFP was for Quayside, a 12-acre development site near Queens Quay and Parliament St. The RFP...

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**From:** Campbell, Glenn (INFC)  
**To:** Faraday-Smith, Nancy (INFC)  
**Subject:** Re: Why is Sidewalk Labs so Interested in Your Health?  
**Date:** March 22, 2019 10:08:24 AM

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Who is the voice quoted here at bottom?

Glenn Campbell

613 941 0722 (w)

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**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Friday, March 22, 2019 10:04 AM  
**To:** Campbell, Glenn (INFC); Redish, Adam (MOI); David Stonehouse  
**Cc:** Boudreau, Marcia (INFC); Tippins, Shawn (INFC); Ren, Wendy (MOI); 'Whitehead, Cam (MOI)';  
**Subject:** Why is Sidewalk Labs so Interested in Your Health?

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Glenn / Adam / David – for general interest, Kristina just shared this online article which appeared ironically as we're about to hear SWL presentation on social infrastructure initiatives.

<http://spacing.ca/toronto/2019/03/22/why-is-sidewalk-labs-so-interested-in-your-health/>

Notable excerpts include reference to PHAC president meeting with Google lobbyists and a call by the author for the provincially appointed Board members to nip this in the bud, while questioning WT capacity to assess plans involving healthcare.

Google's lobbyists (Summa Strategies) have met twice with Ontario health officials since last year's election. In Ottawa, Siddika Mithani, president of the Public Health Agency of Canada, attended one October, 2018, meeting (alongside numerous other senior officials) with Sidewalk's in-house lobbyists. The purpose, according to the registry: "privacy-related matters, specifically the collection, use, and disclosure of personal information by private-sector organizations under the Personal Information Protection and Electronic Documents Act (PIPEDA)."

Sidewalk has offered only the most cursory information about its intentions in this area, and these plans are buried in feel-good representations of health/wellness-oriented community spaces that will likely only ever exist as pleasing architectural renderings. As we move towards the release later this year of Sidewalk's proposed master development and innovation plan, it's tempting to say that Waterfront Toronto officials and the DSAP members very much need to dig in to what's behind this aspect of the company's pitch. But I'm not certain that kind of scrutiny is sufficient. After all, almost all the other aspects of Sidewalk's plans involve mainly municipal and some provincial matters: architecture, infrastructure, energy, public space, and so on. The health plans, however, fall squarely within provincial and even federal jurisdiction, and it's not at all obvious to me why a tripartite land development agency should be assessing plans that involve healthcare, patient records, privacy and health resource planning. The new WT directors are provincial appointees. They should be calling in Ontario's ministry of health and long-term care before this Trojan horse gets any further inside the gates.



**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Nabi, Amena \(INFC\)](#); [Boudreau, Marcia \(INFC\)](#)  
**Subject:** Fw: Morning News Summary – Revue de presse matinale  
**Date:** March 22, 2019 8:15:39 AM  
**Attachments:** [image002.png](#)  
[image003.png](#)  
[image004.png](#)

Need to get on these lists

Glenn Campbell

613 941 0722 (w)

**From:** News / Nouvelles (INFC)  
**Sent:** Friday, March 22, 2019 6:40 AM  
**Cc:** News / Nouvelles (INFC); INFC.F MINO / MINO F.INFC; INFC.O Users/Utilisateurs O.INFC  
**Subject:** Morning News Summary – Revue de presse matinale



Infrastructure  
Canada

## Morning News Summary – Revue de presse matinale

March 22, 2019 - 22 mars 2019

[Ministerial | Ministériel](#)

[Budget 2019 | Le budget de 2019](#)

[National Stories | Nouvelles nationales](#)

[Infrastructure Bank | Banque de l'infrastructure](#)

[Bridges | Ponts](#)

[Smart Cities | Villes intelligentes](#)

[Regional Stories | Nouvelles régionales](#)

[Social Media Review | Revue des médias sociaux](#)

**Minister of Infrastructure and Communities | Ministre de l'Infrastructure et des Collectivités**

NIL

**Minister of Rural Economic Development | Ministre du Développement économique rural**

NIL

**Budget 2019 | Le budget de 2019**

[COYNE: Forget productivity, tax cuts or investment](#)

The 2019 federal budget, like all recent federal budgets, is a tribute to the pleasures of endless economic growth. In the days when inflation was high, interest rates were volatile and growth was very stop and go, budgeting was hard work. Reining in runaway deficits absorbed most of the energies...

Halifax Chronicle Herald.ca - 2019-03-19

#### Persistent deficits and higher spending raising Canada's economic 'vulnerability'

The Liberal government's preference for continued deficits and increasing program spending "could increase the vulnerability of public finances to a faster economic slowdown or sudden shock," according to Fitch Ratings. Canada has the second largest gross government debt of 'AAA' rated countries after the United States, which is 'incompatible' with...

National Post.com - 2019-03-21

#### Editorial: Budget a prelude to a pharmacare election campaign in Canada

Many observers are referring to this week's federal budget as a "chicken-in-every-pot" effort, borrowing the American political slogan often attributed to president Herbert Hoover. As in something for everyone. Maybe. But the chickens in these pots are awfully modest. It might be more accurate to say an egg in every...

Hamilton Spectator.com - 2019-03-21

#### Stakeholders debate training, infrastructure pledges in Budget 2019

National construction industry stakeholders differed sharply over the value of new government infrastructure and workplace training pledges as they digested Budget 2019, delivered by Finance Minister Bill Morneau March 19. A key focus of analysis was the Canada Training Benefit (CBT), which will offer credits of \$250 per year to...

Journal of Commerce - 2019-03-21 09:13 (EST)

#### Indigenous affairs to receive 4.7% funding hike in 2019-20

Weeks after teasing a "maintain and sustain" budget, Finance Minister Donna Harpauer on Wednesday tabled a budget that included a funding increase of almost five per cent for Indigenous communities, but few new initiatives. Here's everything you need to know: By The Numbers \$211M: Targeted support for First Nations and...

Saskatoon Star Phoenix.com - 2019-03-21

#### FEDERAL BUDGET

Participants: REBEKAH YOUNGVASSEY KAPELOS(NEWSCASTER): Rt. Hon. Justin Trudeau: CANL BUILD A BETTER FUTURE FOR THEMSELVES, FOR THEIR KIDS, HOW THEY ARE GOING TO PREPARE FOR THE CHANGING WORKFORCE OF TOMORROW AND THAT'S EXACTLY WHAT OUR BUDGET DOES. SO I WAS BOUND, BENT AND DETERMINED TO DELIVER THE SPEECH TO CANADIANS...

CBC TV: Power and Politics - 2019-03-20

#### Key federal budget items explained by experts

OTTAWA - Budgets - whether household, corporate or governmental - can sometimes be aspirational in nature, to put it politely. In an election year, the political ones are often even more so. Here, then, is a look at some of the key measures in this week's federal budget (the last...

Toronto Star.com - 2019-03-20

#### Greater Summerside Chamber of Commerce weighs in on federal budget

SUMMERSIDE, P.E.I. -- The Greater Summerside Chamber of Commerce (GSCC) is weighing in on the recent release of the 2019 federal budget. "The 2019 budget has taken steps to address some priorities for business, particularly in the areas of skills, infrastructure and broadband," said Tara Maddix, executive director of the...

Charlottetown Guardian.ca - 2019-03-21

#### Money talks - but will it be loud enough? The new Liberal budget is a pre-election platform, an attempt to change the channel on SNC-Lavalin, and - oh yeah - an actual budget as well

Participants: Pierre Poilievre, Peter Julian, Jennifer O'ConnellCAROL OFF, JEFF DOUGLAS (HOSTS):SOUNDCLIPBILL MORNEAU: Mr. Speaker just to reiterate...[loud crowd noise]JD: The raucous sounds from inside the House of Commons as Finance Minister Bill Morneau delivered details of the federal budget. Or at least tried to. In this budget, gone is...

CBC Radio: As It Happens - 2019-03-19

### **National and Top Stories | nationales et principales nouvelles**

#### As MPs pull all-nighter, Philpott breathes fresh life into SNC-Lavalin scandal

OTTAWA -- Former federal Treasury Board president Jane Philpott says there's "much more to the story" of the SNC-Lavalin affair that should be told. In an interview with Maclean's magazine that landed like a bomb Thursday on Parliament Hill, the ex-minister said she had concerns in January, before the controversy...

Cape Breton Post.com - 2019-03-21

[Conservatives heckling during budget didn't do Andrew Scheer 'any favours': strategist](#)

Participants: Angela Wright, Kathleen Monk, John DuffyANNA MARIA TREMONTI (HOST):SOUNDCLIP[Noise]AMT: Liberals were hoping to use yesterday's federal budget to turn the page on a difficult few weeks it did not go according to plan. For most of Finance Minister Bill Morneau speech in the House of Commons no one could...

CBC Radio: The Current - 2019-03-20

[SNC-Lavalin affair: We answer your most pressing questions](#)

The SNC-Lavalin scandal shows no signs of dying down - and neither does readers' appetite for more details about what went on, why and how. We asked what you still want to know about the controversy and got hundreds of emails and messages in response. Here are the answers to...

Hamilton Spectator.com - 2019-03-21

[Nota Bene](#)

Excerpted and translated from "Le fiasco SNC-Lavalin: crime, culture, governance?" by Yvan Allaire, executive chairman of the Institute for Governance of Private and Public Organizations, published in Policy Options March 18, 2019. The tragedy of SNC-Lavalin was in the making between 2000 and 2012. To outside observers, these were years...

National Post.com - 2019-03-21

[Wilson-Raybould a « d'autres arguments à faire valoir », plaide l'ex-ministre Philpott](#)

L'ex-ministre canadienne de la Justice Jody Wilson-Raybould a « d'autres arguments à faire valoir » dans l'affaire SNC-Lavalin, affirme sa collègue Jane Philpott dans une entrevue publiée jeudi sur le site web du magazine Maclean's. « Il y a beaucoup plus à dire dans cette histoire », soutient-elle dans cette...

Radio-Canada.ca: Politique - 2019-03-21 10:15 (EST)

[CHRISTIE BLATCHFORD: Don't blame SNC-Lavalin for lobbying so hard. Blame the Liberals for how they handled it](#)

Not quite dead yet, that SNC-Lavalin imbroglio. Christie Blatchford The Liberal-dominated justice committee did its best this week, slamming shut the door on any further hearings, least of all God forbid recalling the deposed attorney general Jody Wilson-Raybould. Prime Minister Justin Trudeau has done his best too, steadily stonewalling opposition...

Charlottetown Guardian.ca - 2019-03-21

[Canadians want 'whole story' on SNC-Lavalin, says Jane Philpott](#)

OTTAWA-Former cabinet minister Jane Philpott says there's "much more" to the SNC-Lavalin story and that she believes "Canadians want to know the whole story," according to an interview in Maclean's magazine. Philpott, a Markham MP who resigned her cabinet post over the government's handling of the SNC story, told Maclean's...

Toronto Star.com - 2019-03-21

[Philpott](#)

In an astounding interview with Maclean's Thursday, Jane Philpott, Prime Minister Justin Trudeau's former treasury board president and star political candidate, accused Trudeau of a continuing coverup in the Lavscam scandal. "There's much more to the story that should be told," Philpott said. "I resigned because I could not maintain..."

Edmonton Sun , A14 - 2019-03-22

## Infrastructure Bank | Banque de l'infrastructure

[Feds pledge \\$1.7 billion to get Canadians online](#)

In Budget 2019, the federal government announced its goal to get 95 per cent of Canadian homes and businesses connected to internet upload and download speeds of at least 50/10 Mbps by 2026, regardless of where they are located. Canada plans to accomplish that by investing up to \$1.7 billion...

Yellowknifer , 12 - 2019-03-22

[Infrastructure Bank in talks to help finance Nunavut hydro project](#)

The Canada Infrastructure Bank has been in talks with the proponents of a \$1.2-billion hydroelectric transmission line that would supply emissions-free power to a handful of communities and two major mines in Nunavut, according to a person

familiar with the discussions. Both the bank and the federal government have been...

Montreal Gazette , B8 - 2019-03-22 (also published in the Windsor Star, Edmonton Journal, Ottawa Citizen)

## Bridges | Ponts

### [Detroit residents present wish list for Howe bridge community benefits](#)

Home repair money, school air filtration, tree replacement and new recreation programs top the wish list of southwest Detroit community leaders for \$10 million in neighbourhood benefits promised as part of the Gordie Howe International Bridge project. The contractor for the Detroit River border crossing - a global consortium of...

Windsor Star , SR1 / FRONT - 2019-03-22

## Smart Cities | Villes intelligentes

### [City banks big on bright idea](#)

The City of Yellowknife is vying for the Canada-wide Smart Cities Challenge grand prize - banking big on its bid to turn street lights into "beacons of sustainability." Backed by the support of Yellowknives Dene First Nation, Ecology North and Northland Utilities, the city recently submitted its final proposal for...

Yellowknife , 3 - 2019-03-22

## Regional Stories | Nouvelles régionales

### West | Ouest

#### [Chrest welcomes gas tax fund boost](#)

Mayor Rick Chrest is welcoming a one-time boost in the federal gas tax fund that will provide more than \$2 billion in extra revenue for municipal infrastructure projects across the country. The \$2.2-billion injection in gas tax funding was announced Tuesday by the federal government as part of its 2019 budget...

Brandon Sun - 2019-03-21 14:05 (EST)

#### [Broncos crash leads to investments in highway safety, first responders in Sask. budget](#)

While initiatives were in the works prior to the Humboldt Broncos bus crash, the tragedy played a role in highlighting the importance of spending on highway safety and new tax breaks for volunteer emergency services workers. Wednesday's budget will provide \$13 million over the next year as part of a...

Regina Leader-Post.com - 2019-03-21

#### [Extra \\$40M in federal budget for Winnipeg](#)

It's like Christmas coming early for Winnipeg city hall - Tuesday's federal budget held a surprise for Canadian municipalities: a one-time doubling of federal gas tax revenue. For Winnipeg, it will mean an extra \$40 million-plus to spend on infrastructure projects and a chance to do some of the reconstruction...

Winnipeg Free Press.com - 2019-03-21 20:59 (EST)

#### [City's issues must be addressed in campaign](#)

And we're off. Over the next few weeks until election day, you'll be bombarded with ads and messages, fresh-faced candidates will appear at your door, and on April 16, you'll get to make your choice. I hope you'll make it with Calgary in mind. We need to ensure our voices...

Calgary Herald , A12 - 2019-03-22

#### [Zero-emission buses a no-brainer](#)

Gone are the days when local governments and local companies were forced into doing business with each other, never mind demanding a hometown discount. But one of the undeniable and increasingly embarrassing scenarios in Winnipeg is the fact that it is the headquarters of the largest bus manufacturer in North...

Winnipeg Free Press , 5 - 2019-03-22

### North | Nord

#### [City determining benefits of federal budget](#)

Yellowknife Mayor Rebecca Alty said there were positive announcements for the city in the 2019 federal budget, but the city still has to determine the extent to how much is new money and where funds will make an impact for residents. Alty said \$13 million over five years for Dechinta...

Yellowknifer , 13 - 2019-03-22

[MP Michael McLeod reacts to federal budget](#)

NWT MP Michael McLeod said he was pleased overall with the 2019 federal budget. "I think it was a good budget for us," McLeod told Yellowknifer on Wednesday. "I was quite impressed that the budget had a section dedicated to the North." The budget promises a range of investments in...

Yellowknifer , 11,12 - 2019-03-22

## Quebec | Québec

[Le premier budget du gouvernement Legault accueilli tièdement en Outaouais](#)

Plusieurs promesses électorales de la Coalition avenir Québec (CAQ) pour l'Outaouais figurent en tant que projets « à l'étude » dans le premier budget du gouvernement Legault, un exercice financier accueilli tièdement dans la région. L'engagement de la Coalition avenir Québec (CAQ) de construire un nouvel hôpital en Outaouais d'ici...

Radio-Canada.ca: Politique - 2019-03-21 20:51 (EST)

[Quebec budget](#)

INFRASTRUCTURE AND TRANSPORT HIGHLIGHTS \$11 billion this year in contribution to the infrastructure fund, with a total projected allocation of \$115.4 million over the next 10 years \$400 million over seven years to improve high-speed internet and cellular access in remote regions \$20 million more for the Société des traversiers...

Montreal Gazette.com - 2019-03-22

[PREMIER BUDGET CAQUISTE : BOUCHÉES DOUBLES POUR LE TRANSPORT EN COMMUN À MONTRÉAL](#)

QUÉBEC | Le gouvernement Legault s'attaque à la congestion routière dans la région de Montréal. Son « plan de décongestion » comprend la « mise à l'étude » de « modes de transport collectif structurant » dans l'est de Montréal, sur le boulevard Taschereau à Longueuil, en plus du prolongement de la ligne jaune. C'est la première...

Journal de Montréal , 4 - 2019-03-22

[New tramways, Highway 13 extension to enter planning phase](#)

The Quebec City region was a stronghold of the Coalition Avenir Québec in the last election, and it seems that city's commuters were among the biggest winners in Thursday's budget. The government is moving ahead with a tramway project that crosses the city and a new road network link between...

Montreal Gazette , A4 - 2019-03-22

[LE 3E LIEN AVANT LE TRAMWAY ?](#)

Alors que le projet de tramway fait du surplace, le troisième lien avance sur la voie rapide avec le budget Legault présenté hier. Pour son premier budget, le gouvernement de François Legault a mis le troisième lien en mode accéléré. Il passe de la phase « à l'étude » à « en planification »....

Journal de Québec , 9 - 2019-03-22

[Le troisième lien Québec-Lévis avance](#)

Le gouvernement Legault fait avancer le projet de troisième lien entre Québec et Lévis à l'étape de la planification. Il alloue 325 millions pour la réalisation d'études de même que l'élaboration des plans et devis. « Sa concrétisation permettra une interconnexion entre le réseau de transport collectif de la Rive-Sud...

La Presse+ , AFFAIRES\_12 - 2019-03-22

[Quebec government commits money to roads and bridges, makes no mention of Plante's Pink Metro line](#)

The CAQ government is boasting that the infrastructure plan it released with Thursday's budget is "the most ambitious" one yet, totaling \$115.4 billion in spending over the next decade. From widening highways to refurbishing tunnels and bridges, the government intends to spend \$24.6 billion to repair and upgrade Quebec's road...

CBC.ca: Montréal - 2019-03-22 05:30 (EST)

## Ontario | Ontario

[Protesters call on city to 'save our subway' from provincial takeover, others say more detail needed](#)

A chorus of voices chanting "save our subway" filled Nathan Phillips Square on Thursday morning as protestors called on council to fight the province's plans to takeover Toronto's subway system. A few hours later, Mayor John Tory's executive committee gave its stamp of approval to the latest staff report recommending...

CBC.ca: Toronto - 2019-03-21 15:47 (EST)

[Prime Minister Justin Trudeau's Mississauga visit includes \\$80m from Gas Tax Fund to fix city's transit and roads](#)

Prime Minister visits Mississauga, criticizes lack of provincial cooperation in infrastructure funding.

Mississauga News - 2019-03-21 14:00 (EST)

Lakeshore to get \$2.9-million from senior governments

Just like Tecumseh and Essex, Lakeshore is getting provincial cash to improve the way it delivers services to residents, but it is getting much more. The Ministry of Municipal Affairs and Housing announced Wednesday it would give 405 municipalities funding to become more efficient and cut costs down the road. Tecumseh,...

Blackburn News - 2019-03-21 15:26 (EST)

Metrolinx scraps portion of Hurontario LRT in effort to cut costs

The province's transit agency is scaling back plans for a major transit line linking Brampton and Mississauga in order to cut costs. In a statement released Thursday morning, Phil Verster, the chief executive officer of Metrolinx, announced changes to the Hurontario LRT that he said were intended "to offer riders..."

Toronto Star.com - 2019-03-21

In the House with Hajdu: The north is heard loud and clear in Budget 2019

Budget 2019 is proof that our government is listening. Travelling through Thunder Bay-Superior North over the past four years I heard time and time again about the challenges with broadband internet, supports for seniors and the need for more flexibility with infrastructure dollars. I have heard you and brought our region's...

TBNNewswatch.com - 2019-03-21 14:07 (EST)

Homes along eroding shoreline have little protection: ERCA

The local conservation authority expects Lake Erie water levels to surpass records set in 1996 and 1998. According to Tim Byrne, director of watershed management services with the Essex Region Conservation Authority, the water levels have been high for the last four or five years, which has exacerbated the erosion...

CBC.ca: Toronto - 2019-03-21 04:00 (EST)

Mississauga's LRT route was shortened to save cash. Is Hamilton's project next?

As Hamilton waits to hear if its \$1-billion light rail project is on track, the province's transit agency is shortening a planned Mississauga LRT to save cash. Metrolinx announced changes on Thursday to "alleviate budget pressures" for the \$1.4-billion Hurontario light rail transit line, including cutting three stops and removing...

Hamilton Spectator.com - 2019-03-21

Waterfront Toronto 'frustrated' over Sidewalk Labs publicly speaking on financial plans, board chair says

The new chair of Waterfront Toronto's board of directors says the corporation is unhappy that important details of Sidewalk Labs' final master plan for a smart city on the waterfront were released to the media before his organization has seen details of the plan. "I can advise the board that..."

Toronto Star.com - 2019-03-21

Doug Ford à Ottawa vendredi

Le premier ministre ontarien, Doug Ford, sera de passage à Ottawa vendredi. Ce dernier doit profiter de sa visite pour annoncer sa part de financement pour la phase 2 du train léger sur rail. Le maire Jim Watson n'a pas voulu « scooper » M. Ford et lui laisse le...

Le Droit Tablette - 2019-03-21

Ford to formally pledge province's share of LRT Stage 2

Ontario Premier Doug Ford is expected to formally announce \$1.2 billion in provincial funding for Ottawa's light rail expansion during a news conference at an east-end train yard Friday morning. City officials were expecting the Progressive Conservatives to honour the former Liberal government's pledge to help extend the city's initial...

CBC.ca: Ottawa - 2019-03-22 04:00 (EST)

SNC-Lavalin failed to meet technical threshold for \$1.6B LRT contract: sources

SNC-Lavalin won the \$1.6-billion contract to extend and maintain Ottawa's north-south LRT line even though it didn't achieve the minimum technical score to qualify for the project - a threshold its competitors met easily, CBC News has learned. The Montreal-based company beat out two other consortia to extend the Trillium...

CBC.ca: Ottawa - 2019-03-22 04:00 (EST)

The Alphabet of Sidewalk Labs' plan for Toronto's waterfront

Sidewalk Labs is working on a proposal to bring a large, sensor-driven "smart city" to Toronto's waterfront - and the world

is watching. Yet Environics Research recently conducted a survey for the Toronto Region Board of Trade that found 50 per cent of Torontonians haven't heard, or aren't sure if...

Toronto Star.com - 2019-03-22

## Atlantic | Atlantique

N.B. a 'canary in a coal mine'

SAINT JOHN ? Lokesh Purbia wants to live his Canadian dream of owning a business in New Brunswick. Trouble is, the 36-year-old Saint John university student, who left behind his family in India last fall, is worried about investing in a financially-struggling province. So, he did what any budding entrepreneur...

New Brunswick Telegraph Journal , A1 - 2019-03-22

Fundy Trail Parkway upgrades taking shape

When John McNair began thinking ahead of where to expand his Sussex-based outdoor equipment store 10 years ago, the Fundy Trail Parkway was always in the back of his mind. "We are at the cusp of a real tourism boom in this region in the next two to three years," ...

New Brunswick Telegraph Journal , A6 - 2019-03-22

## Social Media Review | Revue des médias sociaux

### Notable Tweets of the Day (March 21)

Please note: Our daily clips can now be accessed from the Infranet by clicking on the *News & Media Tools* button. You can also view archived clips directly on NewsDesk, so there is no need to save them on your computer.

À noter: Vous pouvez accéder aux coupures de presse matinales à partir de l'Infranet en cliquant sur le bouton *Les nouvelles et ressources médiatiques*. Vous pouvez aussi consulter les coupures archivées directement sur le site Inf oMedia, de sorte qu'il n'est pas nécessaire de les sauvegarder sur votre ordinateur.

### Communications Directorate | Direction des Communications

[infrc.news-nouvelles.infrc@canada.ca](mailto:infrc.news-nouvelles.infrc@canada.ca)

**Infrastructure Canada** | [www.infrastructure.gc.ca](http://www.infrastructure.gc.ca)

180 rue Kent St., Suite 1100, Ottawa, ON, K1P 0B6

Government of Canada | Gouvernement du Canada



**Infrastructure  
Canada**

**Canada**



**From:** Campbell, Glenn (INFC)  
**To:** Faraday-Smith, Nancy (INFC)  
**Subject:** Re: Debrief of March 21st WT Board meeting  
**Date:** March 21, 2019 9:16:24 PM

---

Can flip electronically to her and DMO. She can review in morning if she wants.

Glenn Campbell  
[REDACTED]

613 941 0722 (w)

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Thursday, March 21, 2019 6:15 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** RE: Debrief of March 21st WT Board meeting

---

Thanks. Given she won't see the BTW report in hard copy, should I or you send electronically? Or could/should it be there for her upon her return?

---

**From:** Campbell, Glenn (INFC)  
**Sent:** March 21, 2019 6:01 PM  
**To:** Faraday-Smith, Nancy (INFC)  
**Subject:** Fw: Debrief of March 21st WT Board meeting

Glenn Campbell  
[REDACTED]

613 941 0722 (w)

---

**From:** Gillis, Kelly (INFC) <[kelly.gillis@canada.ca](mailto:kelly.gillis@canada.ca)>  
**Sent:** Thursday, March 21, 2019 6:00 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Eyre, Jennifer (INFC)  
**Subject:** Re: Debrief of March 21st WT Board meeting

Thanks  
[REDACTED]

Sent from my iPhone

On Mar 21, 2019, at 4:32 PM, Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)> wrote:

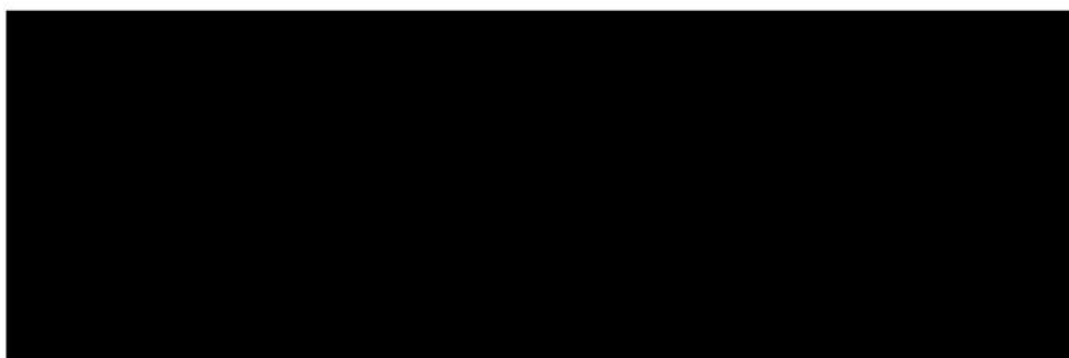
I dialed into this morning's meeting of Waterfront Toronto's Board of Directors. It was the first to be chaired by Stephen Diamond and included participation of three of the four new provincial appointees. Amongst the government partners in attendance were DM Chris Giannikos and ADM Adam Redish from MOI, as well as David Stonehouse from the City's Waterfront Secretariat. Highlights from the meeting include:

- The Chair's opening statement to the Board firstly emphasized the importance of the Port Lands Flood Protection Project as one of the largest civil works in North America, with a project cost of an estimated \$1.25 billion. He flagged that it is unlocking land that will only be ready for development in 2024. He later noted that the Quayside project has received much media attention and



that it too has the potential to be an important project, although Waterfront has not yet seen the Master Innovation and Development Plan. He also noted that messages have been communicated via letter to Sidewalk on matters of timelines and scope with respect to the Plan.

- Interim President and CEO Michael Nobrega presented a CEO's report that:
  - o Provided an overview of the Ontario Auditor General's recommendations, and noted that a working committee consisting of the tri-government shareholders and WT is examining each recommendation and preparing detailed responses to the OAG by December 31, 2019. These draft responses will be provided to the IGSC and the Board prior to their submission. He also mentioned the prospective 'accord' being contemplated amongst the government partners with Waterfront (as part of the response to the OAG recommendations).
  - o The CEO mentioned that the Port Lands project is unfolding as planned, and that there are no concerns to date. BTY, an independent capital monitor engaged by Waterfront on this, submitted its 2<sup>nd</sup> quarterly report for the Port Lands project to the Board's Finance, Audit and Risk Management (FARM) Committee on Feb 28<sup>th</sup> and Waterfront furnished us with a copy this afternoon. A hard copy will be brought to your office.
  - o On Quayside it was referenced that a complete MIDP, including fundamental business case, is not expected to be provided before mid to late spring 2019. Reference was made to briefing DMs on MIDP timelines at the March 22<sup>nd</sup> IGSC.



- Lastly, a tribute was paid to outgoing Chief Strategy Officer Marissa Piatelli, who will be leaving WT after 15 years with the corporation.

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Cc:** [Tippins, Shawn \(INFC\)](#); [INFC.O IPI.admo-BSMA.IPI O.INFC](#)  
**Subject:** Re: IGSC Meeting Material  
**Date:** March 21, 2019 12:48:24 PM  
**Attachments:** [image001.png](#)

Ok

Glenn Campbell  
 [REDACTED]

613 941 0722 (w)

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Thursday, March 21, 2019 12:36 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC); [INFC.O IPI.admo-BSMA.IPI O.INFC](#)  
**Subject:** FW: IGSC Meeting Material

Glenn – FYI see below and attached. We can provide DMO with a hard copy and we can reference in the meeting summary we'll send you

**From:** Edward Chalupka [REDACTED]@waterfronttoronto.ca]  
**Sent:** March 21, 2019 12:10 PM  
**To:** David Stonehouse ; Wendy Ren ([wendy.ren@ontario.ca](mailto:wendy.ren@ontario.ca)) ; Whitehead, Cam (MOI) ; Nassif, Marie-Pier (INFC) ; Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC)  
**Cc:** David Kusturin  
**Subject:** RE: IGSC Meeting Material

Hello all –

Further to a conversation between David K and Stonehouse on the margins of today's board meeting we are circulating the attached BTY report (our Port Lands Project Independent Project Monitor) in advance of the IGSC meeting tomorrow for your information.

BTY reports to the Finance, Audit and Risk Management Committee of the Board on a quarterly basis and the attached is their last report to FARM from February 28<sup>th</sup>.

Ed

edward.chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]  
 [REDACTED]@waterfronttoronto.ca | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto

**From:** [Tippins, Shawn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Campbell, Glenn \(INFC\)](#)  
**Subject:** G&M - Waterfront Toronto awaits formal plan from Sidewalk Labs as board meets for first time after major shakeup  
**Date:** March 20, 2019 1:03:13 PM

---

The G&M's Josh O'Kane is reporting this morning on Tomorrow's anticipated Board Meeting. The article states that "Waterfront Toronto faces a pivotal moment this week in its quest to build a digital-driven "smart" community with Google affiliate Sidewalk Labs as its drastically reshaped board meets for the first time - and as a growing number of people involved in the decision that launched the partnership admit that it was pushed ahead with insufficient time and preparation."  
[Waterfront Toronto awaits formal plan from Sidewalk Labs as board meets for first time after major shakeup](#)

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Cc:** [Tippins, Shawn \(INFC\)](#); [Mitchell2, Lisa \(INFC\)](#); [Boudreau, Marcia \(INFC\)](#)  
**Subject:** Re: ADM Quayside Working Group Follow Up  
**Date:** March 11, 2019 7:14:22 PM  
**Attachments:** [image001.png](#)

---

Glenn Campbell

[REDACTED]

613 941 0722 (w)

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Tuesday, March 12, 2019 10:12 AM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC); Mitchell2, Lisa (INFC); Boudreau, Marcia (INFC)  
**Subject:** Re: ADM Quayside Working Group Follow Up

---

Meant to loop in Marcia.

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Monday, March 11, 2019 7:11 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC); Mitchell2, Lisa (INFC)  
**Subject:** Fw: ADM Quayside Working Group Follow Up

---

[REDACTED]

I'll forward next what I sent to DMO.

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Monday, March 11, 2019 4:49 PM  
**To:** Mitchell2, Lisa (INFC)  
**Cc:** Tippins, Shawn (INFC)  
**Subject:** FW: ADM Quayside Working Group Follow Up


---

Hi Lisa,

[REDACTED]

**From:** Redish, Adam (MOI) [mailto:Adam.Redish@ontario.ca]  
**Sent:** March 11, 2019 3:53 PM  
**To:** Faraday-Smith, Nancy (INFC)  
**Cc:** David Stonehouse ; Mitchell2, Lisa (INFC) ; Tippins, Shawn (INFC)  
**Subject:** RE: ADM Quayside Working Group Follow Up

Hey Nancy,



ar

---

**From:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>  
**Sent:** March 11, 2019 12:30 PM  
**To:** Redish, Adam (MOI) <[Adam.Redish@ontario.ca](mailto:Adam.Redish@ontario.ca)>  
**Cc:** David Stonehouse <[David.Stonehouse@toronto.ca](mailto:David.Stonehouse@toronto.ca)>; Mitchell2, Lisa (INFC) <[lisa.mitchell2@canada.ca](mailto:lisa.mitchell2@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>  
**Subject:** FW: ADM Quayside Working Group Follow Up

Hi Adam,



Best,  
Nancy

---

**From:** David Stonehouse [<mailto:David.Stonehouse@toronto.ca>]

**Sent:** March 8, 2019 6:09 PM

**To:** 'Redish, Adam (MOI)' <[Adam.Redish@ontario.ca](mailto:Adam.Redish@ontario.ca)>; Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>

**Cc:** Mitchell2, Lisa (INFC) <[lisa.mitchell2@canada.ca](mailto:lisa.mitchell2@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Subject:** RE: ADM Quayside Working Group Follow Up

Please see below in red.

It would be great if one of you could finalize the response on Monday, perhaps with fresh eyes and a bit more time to reflect.

Thanks, David

David Stonehouse

City of Toronto

Waterfront Secretariat

City Planning Division

416-392-8113

481 University Avenue, 6<sup>th</sup> Floor

---

**From:** Redish, Adam (MOI) [<mailto:Adam.Redish@ontario.ca>]

**Sent:** March 8, 2019 5:45 PM

**To:** David Stonehouse <[David.Stonehouse@toronto.ca](mailto:David.Stonehouse@toronto.ca)>; 'Faraday-Smith, Nancy (INFC)' <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>

**Cc:** Mitchell2, Lisa (INFC) <[lisa.mitchell2@canada.ca](mailto:lisa.mitchell2@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Subject:** RE: ADM Quayside Working Group Follow Up

Thx David –



ar

---

**From:** David Stonehouse <[David.Stonehouse@toronto.ca](mailto:David.Stonehouse@toronto.ca)>

**Sent:** March 8, 2019 5:22 PM

**To:** 'Faraday-Smith, Nancy (INFC)' <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>; Redish, Adam (MOI) <[Adam.Redish@ontario.ca](mailto:Adam.Redish@ontario.ca)>

**Cc:** Mitchell2, Lisa (INFC) <[lisa.mitchell2@canada.ca](mailto:lisa.mitchell2@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Subject:** RE: ADM Quayside Working Group Follow Up

Please see below in red. Thanks, David

David Stonehouse

City of Toronto

Waterfront Secretariat

City Planning Division

416-392-8113

481 University Avenue, 6<sup>th</sup> Floor

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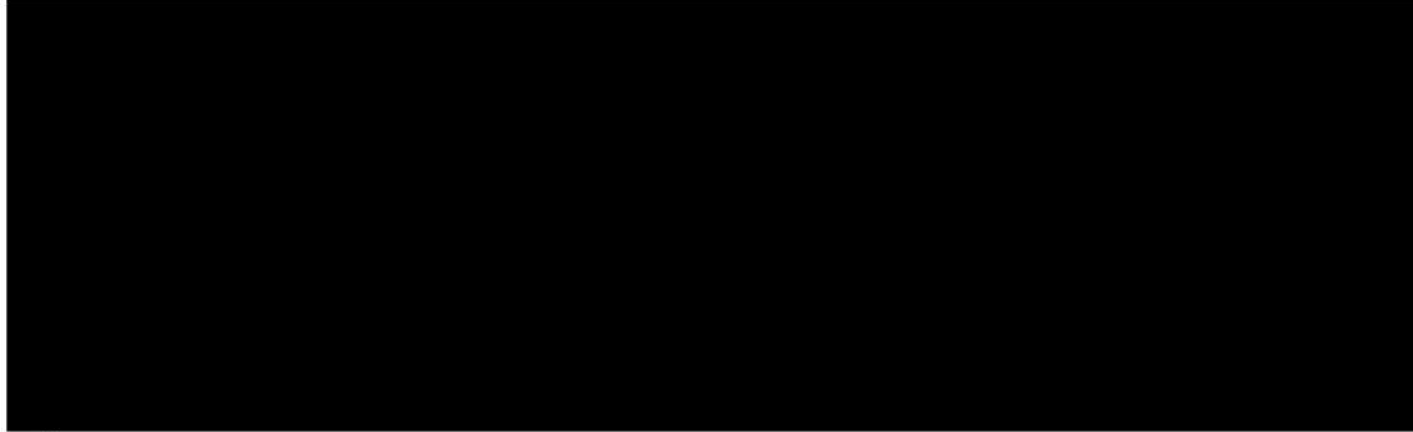
**From:** Faraday-Smith, Nancy (INFC) [<mailto:nancy.faraday-smith@canada.ca>]

**Sent:** March 8, 2019 4:38 PM

**To:** David Stonehouse <[David.Stonehouse@toronto.ca](mailto:David.Stonehouse@toronto.ca)>; 'Redish, Adam (MOI)' <[Adam.Redish@ontario.ca](mailto:Adam.Redish@ontario.ca)>

**Cc:** Mitchell2, Lisa (INFC) <[lisa.mitchell2@canada.ca](mailto:lisa.mitchell2@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Subject:** RE: ADM Quayside Working Group Follow Up  
Thanks David.



Nancy

---

**From:** David Stonehouse [<mailto:David.Stonehouse@toronto.ca>]

**Sent:** March 8, 2019 2:40 PM

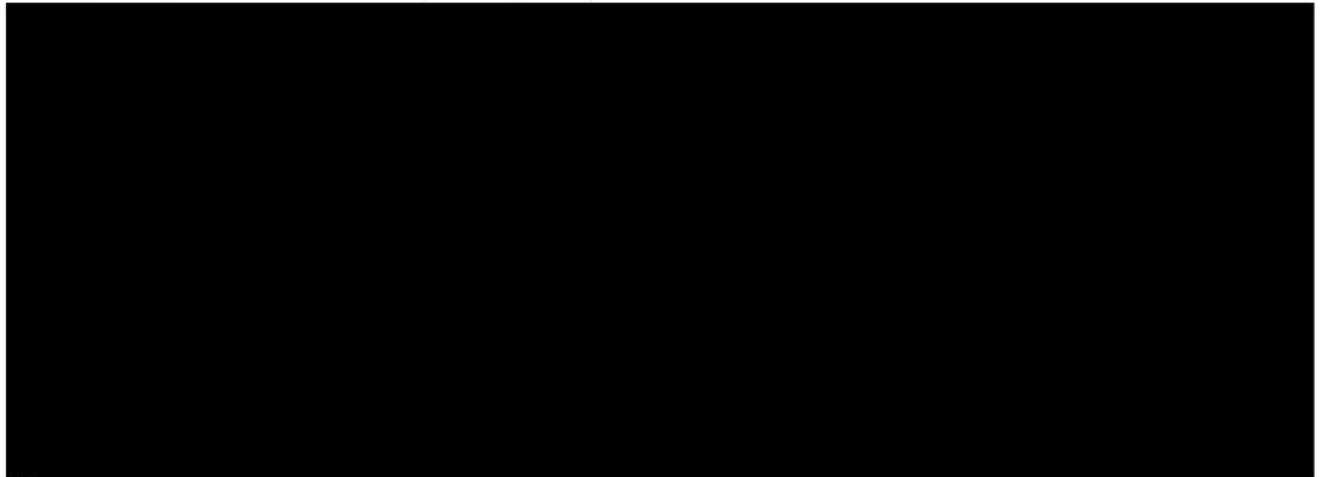
**To:** 'Redish, Adam (MOI)' <[Adam.Redish@ontario.ca](mailto:Adam.Redish@ontario.ca)>; Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>

**Cc:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>

**Subject:** FW: ADM Quayside Working Group Follow Up

All:

This is my attempt at a narrative for a joint response, based on our earlier discussion:



David

David Stonehouse  
City of Toronto  
Waterfront Secretariat  
City Planning Division  
416-392-8113



481 University Avenue, 6<sup>th</sup> Floor

**From:** Edward Chalupka [REDACTED]@waterfronttoronto.ca]

**Sent:** March 7, 2019 5:29 PM

**To:** Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; adam.redish@ontario.ca; Fausto Iannialice (fausto.iannialice@ontario.ca) <fausto.iannialice@ontario.ca>; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; [REDACTED]@toronto.ca  
**Cc:** Kevin Greene <[REDACTED]@waterfronttoronto.ca>; Meg Davis <MDavis@waterfronttoronto.ca>; Kristina Verner <KVerner@waterfronttoronto.ca>; Leslie Gash <LGash@waterfronttoronto.ca>

**Subject:** ADM Quayside Working Group Follow Up

Hello All –

As a follow-up from our ADM Quayside Working Group meeting Tuesday [REDACTED]  
 [REDACTED] please find a summary of yesterday's conversation and proposed next steps.

**BACKGROUND:**

Waterfront Toronto's IREQ committee and WT's management team has asked the ADM-QWG to consider two asks:

[REDACTED]

**COMMITTEE FEEDBACK**

[REDACTED]

Please note dates in the timeline are approximate – discussions with SWL will be necessary to confirm

**ASK**

[REDACTED]

Many Thanks

Ed

edward.chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]



@waterfronttoronto.ca | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto

**From:** Campbell, Glenn (INFC)  
**To:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)  
**Subject:** WF debriefs  
**Date:** March 11, 2019 6:59:55 PM

---

Hi

Please send me debriefs of WF related events and activities.

I don't see any from last week, civic labs, media developments, calls, etc.

Please write notes to me or to file and ensure I am copied, and please keep DM apprised, and copy me.

I can read in sequence and batch later

Thanks

Glenn Campbell

613 941 0722 (w)

**From:** [Faraday-Smith, Nancy \(INFC\)](#)  
**To:** [David Stonehouse](#); [Ren, Wendy \(MOI\)](#); [Nassif, Marie-Pier \(INFC\)](#); [Edward Chalupka](#)  
**Cc:** [Tippins, Shawn \(INFC\)](#); [Campbell, Glenn \(INFC\)](#)  
**Subject:** Sidewalks Labs may lose interest if transit isn't built: CEO  
**Date:** March 7, 2019 10:00:20 AM

---

In case you hadn't seen. As a public statement, I find this surprising particularly given that the PDA or any other foundational document, as far as I can tell, doesn't tie Quayside to conditionality on transit.

## Sidewalks Labs may lose interest if transit isn't built: CEO

### Quayside project

*QSUAIYSdIDeEPwROJEaCTlk Labs may lose interest if transit isn't built: CEO*

- The chief executive officer of an Alphabet-backed entity planning a high tech neighbourhood in Toronto revealed Thursday that mass transit might be the project's deal breaker.

Dan Doctoroff of Sidewalk Labs told The Canadian Press in an interview that his company may lose interest in the project if transit to the area isn't built.

"At the end of the day, if there is no light rail through the project, then the project is not interesting to us, to be perfectly honest," he said.

"I think if we ultimately get to a place - and we are by no means there and we remain optimistic - but get to a place where we conclude that achieving the lofty ambitions that we and Waterfront Toronto and their government constituents have established for this project are not possible then obviously we would be foolish to continue."

Doctoroff's remarks about the project - a partnership with Waterfront Toronto involving bringing affordable housing, heated sidewalks, raincoats for buildings and autonomous vehicle infrastructure to 12 acres of the city's waterfront known as Quayside

- come weeks after transit details were leaked to the media and were met with concerns and some calls for the project to be scrapped.

The ideas included the funding a transit line by Sidewalk Labs in exchange for a cut of property taxes and developer fees.

In the wake of the leak, an Ontario government source, speaking on condition of anonymity because they were not authorized to discuss the project, told The Canadian Press the government was unaware Sidewalk Labs had such hopes and said "as it is written, there is no way our government would sign off on that plan."

On Thursday, the Canadian Civil Liberties Association added to the heat by threatening litigation if the project is not "reset."

Doctoroff indicated that he is aware of the developments and is not surprised by them because he feels they are a natural part of bringing innovation to a swath of land he has continuously painted as long being underdeveloped and "dramatically sub-optimal without the expansion of mass transit." He believes Sidewalk's funding can get transit built more quickly.

Doctoroff said there are a "bunch" of other transit ideas that the company is open to exploring, but he is unsure which ones they could zero in on.

And while he expected challenges with the project, he acknowledged the company's traffic analysis has unearthed some surprises.

"We weren't aware of the mobility issues and how severe they are," he said.

"We didn't know enough about the site a year ago or more than a year ago."

Aside from transit, Doctoroff also opened up about how the project is faring with potential partners, whom the company has long said it would be open to working with, despite being willing to fund and build the project itself if it can't find companies to collaborate with.

"We have had a lots of expressions of people who would like to invest alongside of us," he said. "We at most expect to develop 10 to 15 per cent (of the project). That is what we think is necessary simply to prove to others that what we are talking about makes sense. We are prepared to take that risk, but I think others are prepared to do that with us."

Doctoroff also discussed one of the project's most controversial issues: data. Quayside watchers have long worried about the large amounts of information that could be collected through phones, sensors and other devices used in the neighbourhood.

Sidewalk Labs has proposed an independent civic data trust be set up to establish rules around data use, make it open and accessible to people while offering privacy protection and ensure that Sidewalk Labs does not receive any special status or rights when it comes to data access.

Sidewalk Labs hasn't said what data could be collected in Quayside, but Doctoroff said people in the neighbourhood will likely be able to opt out of having their data shared for "some things."

"The issue with data in public space is it is very hard to get people to opt in or opt out because you just don't know who they are and they are moving through," he said. "Therefore, our belief - and it will have to get approved - is that is a public policy question that ultimately needs to be interpreted by this independent trust."

Exactly how these concepts will work will be contained in an official plan to be submitted soon and subject to approvals from all three levels of government.

Doctoroff said the report will also contain information on how much the company intends to profit from Quayside.

### **Nancy Faraday-Smith**


Acting Director, Investment, Partnerships and Innovation  
Infrastructure Canada / Government of Canada  
[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca) / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation  
Infrastructure Canada / Gouvernement du Canada  
[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca) / Tél. : 613-948-9481

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Meg Davis](#)  
**Subject:** Have a few mins before my flight if want to call cell  
**Date:** March 1, 2019 4:59:15 PM

---

Glenn Campbell

  
613 941 0722 (w)

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Julie Bowering](#)  
**Cc:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Subject:** Re: 10 minute touch base call with Meg at 4:30pm today  
**Date:** March 1, 2019 3:11:33 PM  
**Attachments:** [image001.png](#)

---

I will try, at airport at that time so TBD

Copying nancy

Glenn Campbell

[REDACTED]  
613 941 0722 (w)

---

**From:** Julie Bowering  
**Sent:** Friday, March 1, 2019 3:10 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** 10 minute touch base call with Meg at 4:30pm today

---

Hi Glen,

I have sent a calendar invite from Meg for a 10 minute touch base call with you, Kristina, Ed and her for 4:30pm today.

I've requested for you to call her however, they can call you at any number you prefer.

Kindly let me know.

Thank you.

Julie

julie bowering | admin assistant to the cfo, finance department, cdo, development | **Waterfront Toronto** | [1310-20 bay street](#) | [toronto ON M5J 2N8](#) | [REDACTED]@waterfronttoronto.ca | [www.waterfronttoronto.ca](#)



**WATERFRONT**Toronto



**From:** [Civic Labs](#)  
**Subject:** REMINDER: Civic Lab on Data Stewardship - March 4, 1:00 - 5:00 pm  
**Date:** February 28, 2019 6:18:16 PM  
**Attachments:** [image001.png](#)

---

Hello,

The rescheduled date for Waterfront Toronto's **Civic Lab on Data Stewardship** has been set:

**Monday, March 4, 2019**

1:00 p.m. - 5:00 p.m.

**MaRS Discovery District**

101 College St, Toronto, ON M5G 1L7

Auditorium (*Lower Concourse*)

*Light refreshments will be served.*

The meeting agenda will be shared next week.

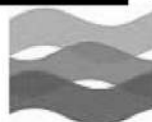
Please confirm your attendance by replying to this email by **Friday, March 1<sup>st</sup>**

[CivicLabs@waterfronttoronto.ca](mailto:CivicLabs@waterfronttoronto.ca)

Many thanks,

Louroz

Louroz Mercader | Communications and Public Engagement Manager | **Waterfront Toronto** | 1310-20 Bay Street | Toronto  
ON M5J 2N8 | [REDACTED]@waterfronttoronto.ca | [waterfronttoronto.ca](http://waterfronttoronto.ca)



**WATERFRONT**Toronto

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Cc:** [Mitchell2, Lisa \(INFC\)](#)  
**Subject:** FW: Media Call: Globe and Mail (Waterfront Toronto Chair)  
**Date:** February 26, 2019 7:21:00 PM  
**Attachments:** [image001.png](#)

---

**From:** Marchildon, Caroline (INFC)  
**Sent:** February 26, 2019 6:44 PM  
**To:** Gillis, Kelly (INFC) ; Campbell, Glenn (INFC) ; Fortin3, Marc (INFC)  
**Cc:** Eyre, Jennifer (INFC) ; Douglas, Caroline (INFC)  
**Subject:** FYI: Media Call: Globe and Mail (Waterfront Toronto Chair)  
FYI – Story published with our quote:



Globe and Mail.com  
Business, Words: 1,068

## Toronto City Council approves appointing Stephen Diamond as chair of Waterfront Toronto

### The real estate developer says he wants the tripartite government agency to take a greater leadership role in its proposed smart-city partnership with Google affiliate Sidewalk Labs

by: Josh O'kane

Toronto, Queen's Park and Ottawa all support naming veteran real estate developer Stephen Diamond as the next chair of Waterfront Toronto - and he says he wants the tripartite government agency to take a greater leadership role in its proposed smart-city partnership with Google affiliate Sidewalk Labs as key decisions approach in the coming months.

On Tuesday, Toronto City Council unanimously approved appointing the president and chief executive of commercial-real-estate developer Diamond Corp. as chair of the tripartite development agency; [The Globe and Mail reported last week](#) that he was the top contender for the role. Federal Infrastructure Minister François-Philippe Champagne and Ontario Infrastructure Minister Monte McNaughton submitted letters to council supporting his nomination for a three-year term beginning March 15.

"It's my hope that Waterfront Toronto will take a leadership role in the discussions in a very public and transparent way," Mr. Diamond said in an interview Tuesday.

In an e-mailed statement, Mayor John Tory said that "I believe that Mr. Diamond has the necessary skills, qualifications and experience required to lead the revitalization of Toronto's waterfront. ... City Council's unanimous vote today is a further sign of that confidence." Waterfront Toronto spokesperson Andrew Tumilty said in a statement that the tripartite appointment is "a testament to the leadership, direction, and commitment that he has provided Waterfront Toronto for nearly 3 years."

Each of the three levels of government can appoint four directors to the Waterfront Toronto board. Mr. Diamond is already a city-appointed director, although his three-year term is set to expire next month. His official appointment to chair is expected within weeks, and marks the first time since Waterfront Toronto enacted its current governance structure that all three levels of government agreed to appoint an independent chair separate from their allotted

directors. Mr. Diamond had planned to resign from his board position in December to focus on work commitments, but changed his mind after Mr. Tory asked him to stay to provide stability as the board's ranks dwindled.

"The fact that this is the first time all three levels of government have agreed on a Chair is telling," Mr. McNaughton said in a statement. Infrastructure Canada spokesperson Lama Khodr confirmed Ottawa's support of Mr. Diamond, and in an e-mail, called him "an experienced member of the local business community, trusted civic leader and has already made important contributions to the Waterfront Toronto board."

Waterfront Toronto's leadership has undergone significant changes since it announced in October, 2017, that it would partner with Sidewalk, a subsidiary of Google parent Alphabet Inc., to develop a digitally connected community on a 12-acre slice of Toronto's eastern waterfront called Quayside. The CEO who shepherded the concept, Will Fleissig, resigned half a year later, and was replaced as acting CEO by director Michael Nobrega. In December, Mr. Nobrega and chair Helen Burstyn were fired as directors by Doug Ford's provincial government after the Ontario Auditor-General criticized the project's procurement process, timelines and government oversight. And last week, Marisa Piattelli, Waterfront Toronto's chief strategy officer and de facto No. 2, resigned from the agency.

On Tuesday, Toronto City Council also extended the terms of two other city-appointed directors - Mohamed Dhanani, an adviser in Ryerson University's president's office, and Susie Henderson, an infrastructure expert with consultants GHD Advisory - until the city names new directors later in the spring. Ontario is expected to name four new directors to replace those it fired in December before the next board meeting on March 21.

---

Mr. Diamond spoke to The Globe and Mail by phone Tuesday afternoon about his new position. While he was hesitant to speak in specific terms about the contentious Quayside project, he repeatedly noted the necessity for Waterfront Toronto to take a greater leadership role as the project progresses ahead of a definitive board vote to proceed later this year.

#### **Why the change of heart about the board after nearly quitting last year?**

I was receiving calls both from the mayor and from the premier, and from some representatives from the federal government, who asked in this important moment in history for the city and the province, if I would take on the role. And our country has been good to us, our family, and if there's an opportunity to take a leadership role and make a positive contribution back, that's something we should all be involved with.

#### **Why also accept the role of chair?**

I believe that Waterfront Toronto can only be successful if there is a shared endorsement and commitment from all three levels of government.

#### **What are your thoughts on the state of the Quayside project with Sidewalk Labs?**

It's important at this juncture to move forward with discussions and negotiations with Sidewalk in a very public and transparent way. ... It's difficult when there's been so much discussion in the media and elsewhere about their proposal, when their formal business proposal [the Master Innovation and Development Plan, or MIDP, due to the agency this spring] has not been presented to Waterfront Toronto.

Earlier this month, the Toronto Star reported leaked details about Sidewalk Labs's business plan for Quayside - which Sidewalk Labs later clarified in media interviews - including detailed plans for Waterfront lands well beyond the Quayside site and a proposal to fund light-rail transit in the area in exchange for a share of income streams from future developments including property taxes and development fees.

It's unfortunate that some of the details of the proposed plan have been sounded out by Sidewalk in a public manner when the formal business proposal has not been formally submitted to Waterfront Toronto for its review.

I can't make a comment on that plan until [final] details come forward. Once those details are made available, it's my

hope that Waterfront Toronto will take a leadership role in the discussions in a very public and transparent way.

What I think is really important now is to move forward. There's a currently an agreement [the Plan Development Agreement, published last July] and a plan that's supposed to come in [the MIDP, which will go to public consultations then a board vote later this year]. We should be spending our time looking at its merits, and whether it's the right thing to do.

*This interview has been edited and condensed*

*With a report from Jeff Gray*

Follow this link to view this story on globeandmail.com: [Toronto City Council approves appointing Stephen Diamond as chair of Waterfront Toronto](#) The viewing of this article is only available to Globe Unlimited subscribers.

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**From:** Simpson, Brook (INFC)

**Sent:** February-26-19 5:39 PM

**To:** Khodr, Lama (INFC) <[lama.khodr@canada.ca](mailto:lama.khodr@canada.ca)>; Hobbs, Joshua (INFC) <[joshua.hobbs@canada.ca](mailto:joshua.hobbs@canada.ca)>

**Cc:** Powroz, Jen (INFC) <[jen.powroz@canada.ca](mailto:jen.powroz@canada.ca)>; Kelly, Michael Roland (INFC) <[michaelroland.kelly@canada.ca](mailto:michaelroland.kelly@canada.ca)>; Bourque, Pierre-Yves (INFC) <[pierre-yves.bourque@canada.ca](mailto:pierre-yves.bourque@canada.ca)>; Vaillancourt, Ann-Clara (INFC) <[ann-clara.vaillancourt@canada.ca](mailto:ann-clara.vaillancourt@canada.ca)>; INFC.F DM Office / Bureau du SM F.INFC <[infcdmoffice-bureaudusmf@canada.ca](mailto:infcdmoffice-bureaudusmf@canada.ca)>; Fenrich, Julia (INFC) <[julia.fenrich@canada.ca](mailto:julia.fenrich@canada.ca)>; Marchildon, Caroline (INFC) <[caroline.marchildon@canada.ca](mailto:caroline.marchildon@canada.ca)>; Wronski, Michael (INFC) <[michael.wronski@canada.ca](mailto:michael.wronski@canada.ca)>; Tam2, Pauline (INFC) <[pauline.tam2@canada.ca](mailto:pauline.tam2@canada.ca)>

**Subject:** RE: Heads Up: Media Call: Globe and Mail (Waterfront Toronto Chair)

**Response:** The Government of Canada supports the nomination of Mr. Stephen Diamond as chairperson of Waterfront Toronto. Mr. Diamond is an experienced member of the local business community, trusted civic leader and has already made important contributions to the Waterfront Toronto board.

Each order of government has their own processes to follow prior to the official appointment of a chairperson, which requires support from all three orders of government. We would encourage you to contact the Government of Ontario and the City of Toronto for information regarding their appointment processes.

\*\*\*\*\*

**Media:** [REDACTED] Globe and Mail [REDACTED]

**Deadline:** Today, 4 pm

**Question:** Toronto's council just passed a motion approving Stephen Diamond as chair at their level of government, so I am putting together a quick followup story on that. Has he received official appointment from the federal government yet as well? Or, if not, what steps would be further required? Additionally, if Infrastructure Canada would like to comment on Mr. Diamond's chair appointment – perhaps why you believe he would be a good fit - do please let me know.

**Action:** We are working on a response.

**From:** [Paravan, Christina \(INFC\)](#)  
**To:** [Eyre, Jennifer \(INFC\)](#); [Campbell, Glenn \(INFC\)](#); [Logue, Joelle \(INFC\)](#); [Boudreau, Marcia \(INFC\)](#); [Zewede, Heywet \(INFC\)](#); [Mitchell2, Lisa \(INFC\)](#)  
**Cc:** [INFC.F DM Office / Bureau du SM F.INFC](#); [Geerts, Line \(INFC\)](#)  
**Subject:** RE: Debrief on Friday session  
**Date:** February 26, 2019 9:57:58 AM

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Good morning,  
 WebCIMS number for the tasking below: 50083  
 BF Date due in DMO: Friday, March 1<sup>st</sup>, 2019  
 Thank you,

Christina Paravan

---

**From:** Eyre, Jennifer (INFC)  
**Sent:** February 26, 2019 9:48 AM  
**To:** Campbell, Glenn (INFC) ; Logue, Joelle (INFC) ; Boudreau, Marcia (INFC) ; Zewede, Heywet (INFC) ; Mitchell2, Lisa (INFC)  
**Cc:** Gillis, Kelly (INFC) ; INFC.F DM Office / Bureau du SM F.INFC  
**Subject:** RE: Debrief on Friday session

Hi Glenn,  
 Can you please prepare a BN to the Minister on the below.  
 Samira, can you please officially task through the system, please.  
 Deadline: Friday, March 1<sup>st</sup>.  
 Thank you.

---

**From:** Campbell, Glenn (INFC)  
**Sent:** February 25, 2019 8:02 AM  
**To:** Gillis, Kelly (INFC) <[kelly.gillis@canada.ca](mailto:kelly.gillis@canada.ca)>  
**Cc:** Eyre, Jennifer (INFC) <[jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca)>  
**Subject:** Debrief on Friday session  
 Debrief from Friday's background meeting with WF and SWL

-----  
 Further to your email, below is a draft summary of Friday's MIDP deep-dive meeting between tri-government partners and Waterfront (Meg Davis/Kristina Verner) and, later, including Sidewalk (Josh Sirefman, SWL Head of Development).

**Page 112  
is withheld  
pursuant to paragraph  
21(1)(b)  
of the *Access to Information Act***

**\*\*\*\***

**La page 112  
Font l'objet d'une exception totale  
conformément aux dispositions de paragraphe  
21(1)(b)  
de la *loi sur l'accès à l'information***



Glenn Campbell



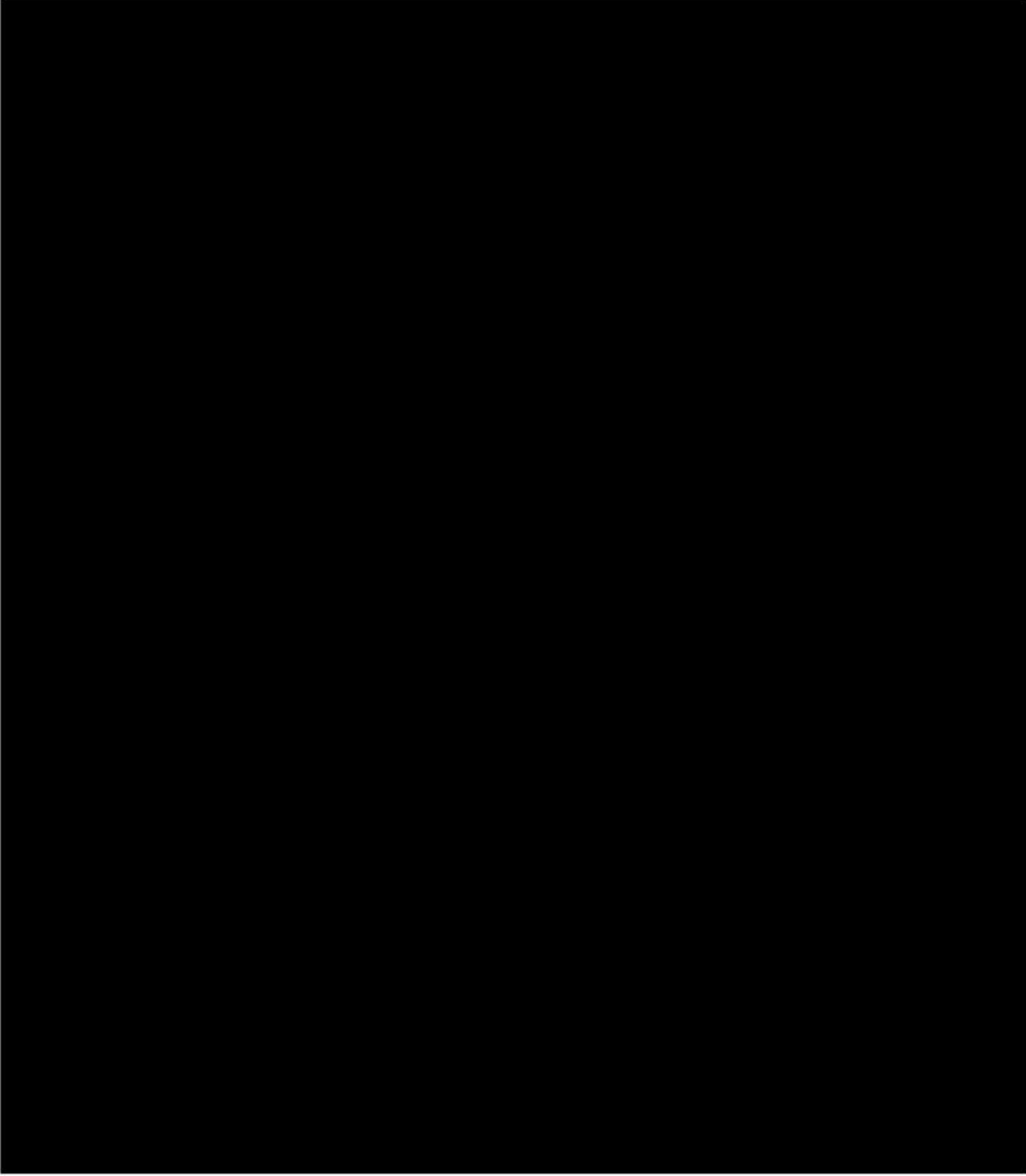
613 941 0722 (w)



**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Subject:** RE: MIDP deep dive summary - Friday Feb 22nd  
**Date:** February 25, 2019 12:14:00 PM

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** February 25, 2019 11:05 AM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC) ; INFC.O IPI.admo-BSMA.IPI O.INFC  
**Subject:** MIDP deep dive summary - Friday Feb 22nd  
**Importance:** High  
Glenn,




**Page(s) 115 to 116  
are withheld  
pursuant to paragraph  
14, 21(1)(a) & 21(1)(b)  
of the *Access to Information Act***

**\*\*\*\***

**La/les page(s) 115 à 116  
Font l'objet d'une exception totale  
conformément aux dispositions de paragraphe  
14, 21(1)(a) & 21(1)(b)  
de la *loi sur l'accès à l'information***

**From:** [Gillis, Kelly \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Cc:** [Eyre, Jennifer \(INFC\)](#)  
**Subject:** Re: Debrief on Friday session  
**Date:** February 25, 2019 8:55:10 AM

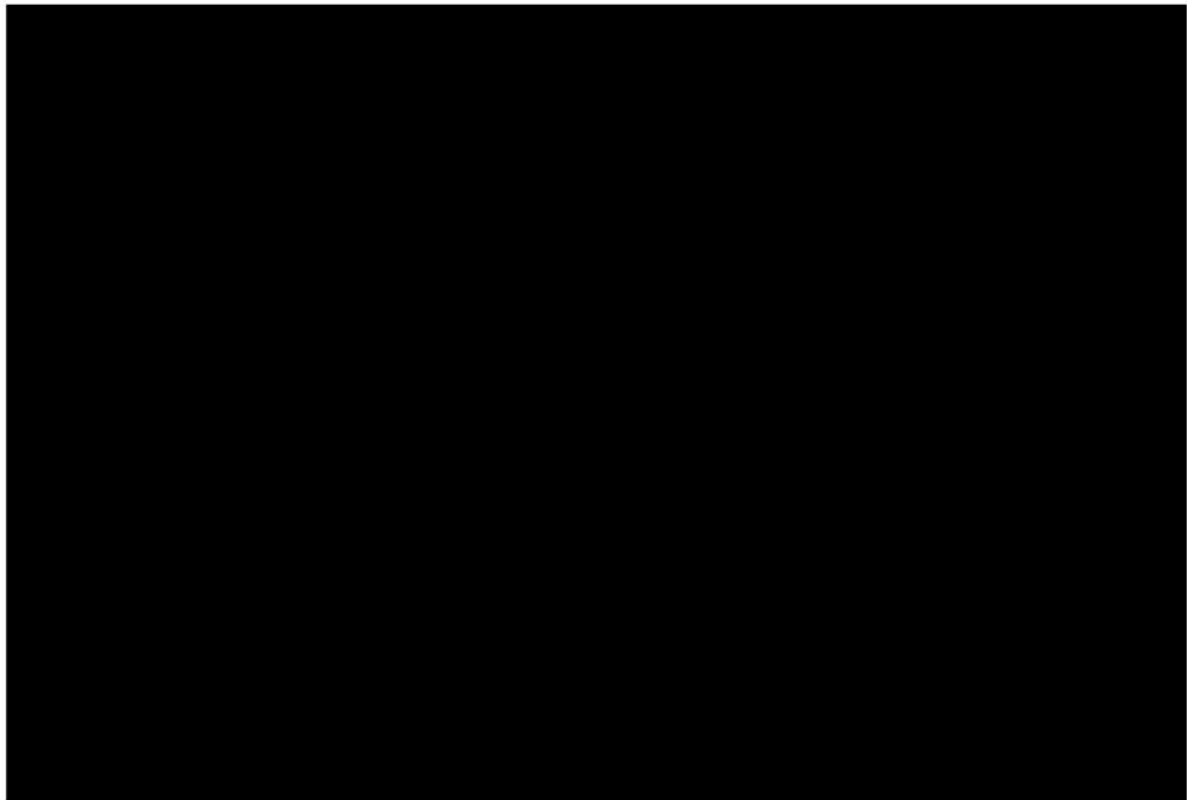
---

Thanks 

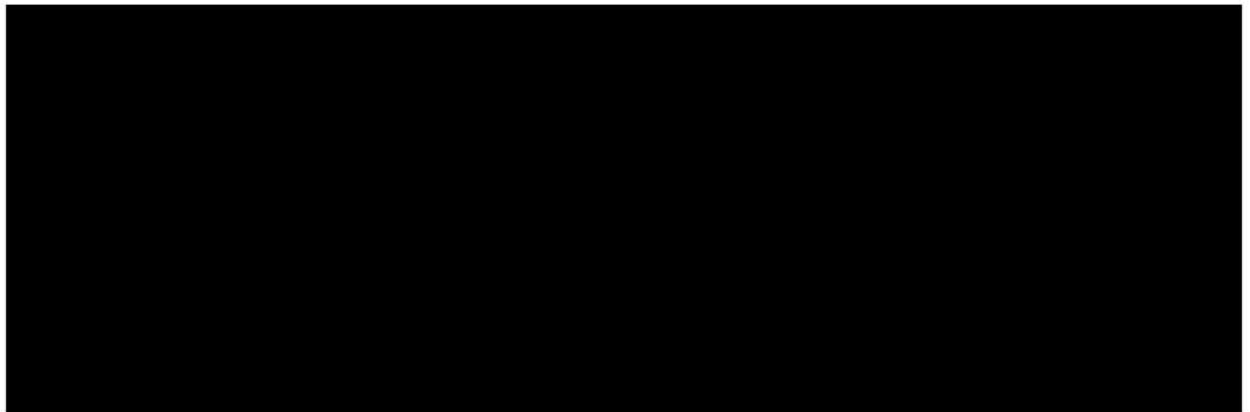
Can we use below for BN to minister on update to file. Tks

Sent from my iPhone

On Feb 25, 2019, at 8:02 AM, Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)> wrote:



Further to your email, below is a draft summary of Friday's MIDP deep-dive meeting between tri-government partners and Waterfront (Meg Davis/Kristina Verner) and, later, including Sidewalk (Josh Sirefman, SWL Head of Development).



**Page 118  
is withheld  
pursuant to paragraph  
14, 21(1)(a) & 21(1)(b)  
of the *Access to Information Act***

**\*\*\*\***

**La page 118  
Font l'objet d'une exception totale  
conformément aux dispositions de paragraphe  
14, 21(1)(a) & 21(1)(b)  
de la *loi sur l'accès à l'information***



Glenn Campbell



613 941 0722 (w)

**From:** Campbell, Glenn (INFC) on behalf of Coordination - DMO / Coordination - CSM (INFC)  
**To:** Faraday-Smith, Nancy (INFC); INFC.F DM Office / Bureau du SM F.INFC; Pickerill, Joseph (INFC); Lawrence, Jennifer (INFC); Eyre, Jennifer (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC; Bourque, Pierre-Yves (INFC)  
**Cc:** Campbell, Glenn (INFC); Boudreau, Marcia (INFC); Paravan, Christina (INFC); Dixon, Lucas (INFC); Fenrich, Julia (INFC)  
**Subject:** Fw: \*Revised date and time\* MinO Briefing (Joe/Glenn): Toronto Waterfront  
**Start:** February 25, 2019 2:00:00 PM  
**End:** February 25, 2019 3:00:00 PM  
**Location:** INFC CONF VC Ott-427Laurier-10-042 VC CONF INFC

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Glenn Campbell

613 941 0722 (w)

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Cc:** [Tippins, Shawn \(INFC\)](#)  
**Subject:** Re: debrief - need one for Kelly  
**Date:** February 24, 2019 12:22:34 PM

[REDACTED]

Is the Doctoroff meeting still happening tomorrow? Can't recall the timing

Glenn Campbell

[REDACTED]

613 941 0722 (w)

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**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Saturday, February 23, 2019 10:46 AM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC)  
**Subject:** RE: debrief - need one for Kelly

---

Glenn -

Further to your email, below is a draft summary of Friday's MIDP deep-dive meeting between tri-government partners and Waterfront (Meg Davis/Kristina Verner) and, later, including Sidewalk (Josh Sirefman, SWL Head of Development).

[REDACTED]





**From:** Campbell, Glenn (INFC)  
**Sent:** February 22, 2019 9:35 PM  
**To:** Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC)  
**Subject:** debrief - need one for Kelly



Glenn Campbell  
Assistant Deputy Minister

Investment, Partnerships and Innovation  
Infrastructure Canada  
427 Laurier, 10th floor, Ottawa  
613 941-0722  
[Glenn.campbell@canada.ca](mailto:Glenn.campbell@canada.ca)

**From:** [Kent Kirkpatrick](#)  
**To:** [Gillis, Kelly \(INFC\)](#)  
**Cc:** [Campbell, Glenn \(INFC\)](#); [Eyre, Jennifer \(INFC\)](#); [REDACTED] [Trépanier, Isabelle \(INFC\)](#)  
**Subject:** Re: Re-cap of today's ETHI Cttee.  
**Date:** February 23, 2019 6:43:28 PM

---

Thanks for the excellent context.

On Sat, Feb 23, 2019 at 3:07 PM Gillis, Kelly (INFC) <[kelly.gillis@canada.ca](mailto:kelly.gillis@canada.ca)> wrote:

Hi, below is a video link of an appearance by Waterfront Toronto before the House Committee this week that I thought might be of interest to you. After the opening remarks by the parties the committee asks Waterfront Toronto a number of questions which are informative to hear the answers.

[REDACTED]

Please do not hesitate to let us know if you have any questions - we can provide further information on process or discuss when we see you at next meeting.

Thanks Kelly

<http://parlvu.parl.gc.ca/XRender/en/PowerBrowser/PowerBrowserV2/20190221/-1/31085?Language=English&Stream=Video&useragent=Mozilla/5.0>

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Tippins, Shawn \(INFC\)](#)  
**Cc:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Subject:** Re: Chair / letter  
**Date:** February 23, 2019 1:06:13 PM

ATIA - 21(1)(b)

Ok all I need to know thanks

Glenn Campbell

613 941 0722 (w)

**From:** Tippins, Shawn (INFC)  
**Sent:** Saturday, February 23, 2019 1:00 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Faraday-Smith, Nancy (INFC)  
**Subject:** RE: Chair / letter

...I do not know if anyone in MINO/DMO has seen or received it yet.

**From:** Tippins, Shawn (INFC)  
**Sent:** February 23, 2019 12:56 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Faraday-Smith, Nancy (INFC)  
**Subject:** RE: Chair / letter

Nancy's/my counterpart at MOI provided it at our request on Friday evening.

**From:** Campbell, Glenn (INFC)  
**Sent:** February 23, 2019 12:52 PM  
**To:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>  
**Subject:** Re: Chair / letter

Thanks, how did we get this, does DMO or MINO have yet?

Glenn Campbell

613 941 0722 (w)

**From:** Tippins, Shawn (INFC)  
**Sent:** Saturday, February 23, 2019 12:49 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Logue, Joelle (INFC); Zewede, Heywet (INFC); Mitchell2, Lisa (INFC); Faraday-Smith, Nancy (INFC)  
**Subject:** RE: Chair / letter

Fyi – attached is a scanned copy of the letter

**From:** Campbell, Glenn (INFC)  
**Sent:** February 23, 2019 12:19 PM  
**To:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>  
**Cc:** Logue, Joelle (INFC) <[joelle.logue@canada.ca](mailto:joelle.logue@canada.ca)>; Zewede, Heywet (INFC) <[heywet.zewede@canada.ca](mailto:heywet.zewede@canada.ca)>; Mitchell2, Lisa (INFC) <[lisa.mitchell2@canada.ca](mailto:lisa.mitchell2@canada.ca)>  
**Subject:** Fw: Chair / letter

ATIA - 16(2)

ATIA - 21(1)(b)

ATIA - 21(1)(a)

As discussed, we need to move a letter early Monday

Thanks

Glenn Campbell

613 941 0722 (w)

---

**From:** Redish, Adam (MOI) <[Adam.Redish@ontario.ca](mailto:Adam.Redish@ontario.ca)>

**Sent:** Saturday, February 23, 2019 11:44 AM

**To:** Campbell, Glenn (INFC); David Stonehouse

**Subject:** Re: Chair

Thx both from me too.

I expect the mo/min will speak to the a/chair this weekend.

Ar

Get [Outlook for Android](#)

---

**From:** David Stonehouse <[David.Stonehouse@toronto.ca](mailto:David.Stonehouse@toronto.ca)>

**Sent:** Saturday, February 23, 2019 11:25:59 AM

**To:** Campbell, Glenn (INFC)

**Cc:** Redish, Adam (MOI)

**Subject:** Re: Chair

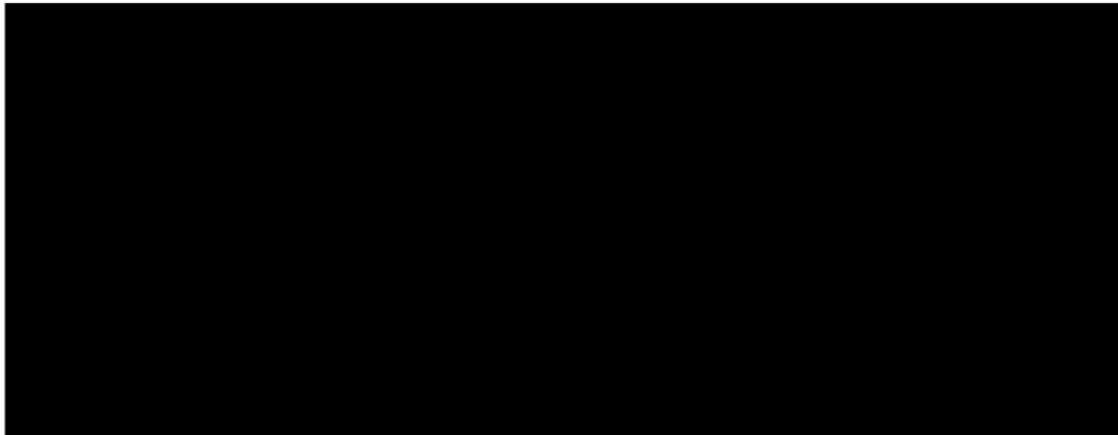
Thanks both. David

Sent from my iPhone

On Feb 22, 2019, at 8:58 PM, Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)> wrote:

Gents,





GC

---

**From:** David Stonehouse [<mailto:David.Stonehouse@toronto.ca>]

**Sent:** February 22, 2019 7:25 PM

**To:** Redish, Adam (MOI) <[Adam.Redish@ontario.ca](mailto:Adam.Redish@ontario.ca)>

**Cc:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>

**Subject:** Re: Chair

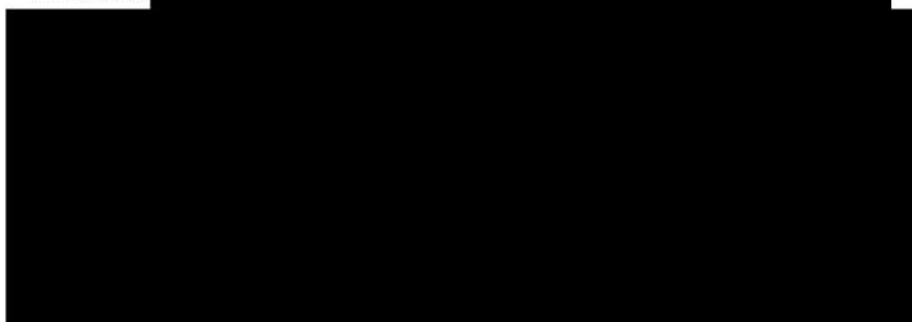
The Members Motion does not use the word "revoke" but it does acknowledge that his current appointment would conclude as of the date that the joint appointment becomes effective.

On your second point, the individual would be in a position to serve as a board elected chair until the start of the joint appointment.

Sent from my iPhone

On Feb 22, 2019, at 6:28 PM, Redish, Adam (MOI) <[Adam.Redish@ontario.ca](mailto:Adam.Redish@ontario.ca)> wrote:

Thx David



ar

---

**From:** David Stonehouse <[David.Stonehouse@toronto.ca](mailto:David.Stonehouse@toronto.ca)>

**Sent:** February 22, 2019 5:16 PM

**To:** Redish, Adam (MOI) <[Adam.Redish@ontario.ca](mailto:Adam.Redish@ontario.ca)>; Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>

**Subject:** RE: Chair

Sorry for the delay.

I have learned that all Council appointment nominations are done in public (different from HR matters) so the name will be in play as of

Tuesday morning.

The recommended term is 3 years. The Members Motion does not use hard dates – instead it recommends that the term commence on the date that all three governments complete their respective appointment processes [REDACTED]

David

David Stonehouse

City of Toronto

Waterfront Secretariat

City Planning Division

416-392-8113

481 University Avenue, 6<sup>th</sup> Floor

---

**From:** Redish, Adam (MOI) [<mailto:Adam.Redish@ontario.ca>]

**Sent:** February 22, 2019 3:10 PM

**To:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>; David Stonehouse <[David.Stonehouse@toronto.ca](mailto:David.Stonehouse@toronto.ca)>

**Subject:** RE: Chair

Two other things, David, can you advise whether either whole appt is in camera, or just name redacted or neither.....I am sure we will get Qs if the process is public.

This second thing is FYI only at present - we have a standing committee of the Legislature that reviews all appts – can take a few weeks sometimes – not sure if that has any implications for effective dates (usually LG doesn't sign until committee as either reviewed the appt or advised that it does not intend to [REDACTED] ar

---

**From:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>

**Sent:** February 22, 2019 1:27 PM

**To:** Redish, Adam (MOI) <[Adam.Redish@ontario.ca](mailto:Adam.Redish@ontario.ca)>; David Stonehouse <[David.Stonehouse@toronto.ca](mailto:David.Stonehouse@toronto.ca)>

**Subject:** Chair

Facts in play

March 15, 2019 to March 14, 2022

3 year term

Glenn Campbell

[REDACTED]

613 941 0722 (w)

**From:** Marchildon, Caroline (INFC)  
**To:** Gillis, Kelly (INFC); Campbell, Glenn (INFC)  
**Cc:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC); Hobbs, Joshua (INFC); Baalbaki2, Fatima (INFC); Tam2, Pauline (INFC); Wronski, Michael (INFC); Eyre, Jennifer (INFC)  
**Subject:** Fwd: Waterfront Toronto  
**Date:** February 23, 2019 7:54:40 AM

---

FYI - Different takes in Globe and Mail (below): Urban Affairs Columnist Marcus Gee and Columnist and feature writer Elizabeth Renzetti on Waterfront Toronto.

Sent from my iPhone

Begin forwarded message:

**From:** [ps.donotreply-newsdesk-infomedia-nepasrepondre.sp@canada.ca](mailto:ps.donotreply-newsdesk-infomedia-nepasrepondre.sp@canada.ca)  
**Date:** February 23, 2019 at 3:45:51 AM GMT-5  
**To:** [lama.khodr@canada.ca](mailto:lama.khodr@canada.ca), [caroline.marchildon@canada.ca](mailto:caroline.marchildon@canada.ca),  
[michael.wronski@canada.ca](mailto:michael.wronski@canada.ca), [kelly.gillis@canada.ca](mailto:kelly.gillis@canada.ca), [jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca),  
[jen.powroz@canada.ca](mailto:jen.powroz@canada.ca)  
**Subject:** Waterfront Toronto

1/2 - [City should be delighted by Sidewalk's waterfront plans](#)

Globe and Mail , Marcus Gee - 2019-02-23 03:35

Sometimes Sidewalk Labs must wonder why on Earth it ever came to Toronto. The Google offspring arrived in the city with a splash in 2017 when **Waterfront Toronto** chose it to create a 21st-century neighbourhood that would use data and technology to improve the quality of urban life. It seemed...

2/2 - [Toronto is building a Sidewalk, and no one knows where it goes](#)

Globe and Mail , Elizabeth Renzetti - 2019-02-23 03:35

...Under the glittering wrapping of Sidewalk Labs' original proposal with **Waterfront Toronto**, the tri-level group in charge of the city's invaluable lakefront, lies something more ominous. A Toronto Star investigation revealed that Sidewalk's ambitions do not stop at the 12-acre parcel of Quayside. It also has designs on more than...

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---

*\* Site: Infrastructure Canada (Tout le contenu) | Infrastructure Canada (Contenu filtré)*

*\* How often: Realtime, Saturday Sunday | Fréquence: Temps réel, samedi dimanche*



*\* Saved Search: [Link](#) | Recherche enregistrée: [Lien](#)*

*\* Query: "WATERFRONT TORONTO" OR "TORONTO WATERFRONT"*

*\* Alerts are limited to 100 articles maximum | Maximum de 100 articles par alertes*

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**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Gillis, Kelly \(INFC\)](#)  
**Cc:** [Eyre, Jennifer \(INFC\)](#)  
**Subject:** FW: Chair  
**Date:** February 22, 2019 9:50:00 PM

GC

---

**From:** Campbell, Glenn (INFC)  
**Sent:** February 22, 2019 8:58 PM  
**To:** 'David Stonehouse' ; Redish, Adam (MOI)  
**Subject:** RE: Chair

Gents,

GC

---

**From:** David Stonehouse [<mailto:David.Stonehouse@toronto.ca>]  
**Sent:** February 22, 2019 7:25 PM  
**To:** Redish, Adam (MOI) <[Adam.Redish@ontario.ca](mailto:Adam.Redish@ontario.ca)>  
**Cc:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>  
**Subject:** Re: Chair

The Members Motion does not use the word “revoke” but it does acknowledge that his current appointment would conclude as of the date that the joint appointment becomes effective.

On your second point, the individual would be in a position to serve as a board elected chair until the

start of the joint appointment.

Sent from my iPhone

On Feb 22, 2019, at 6:28 PM, Redish, Adam (MOI) <[Adam.Redish@ontario.ca](mailto:Adam.Redish@ontario.ca)> wrote:

Thx David –

ar

**From:** David Stonehouse <[David.Stonehouse@toronto.ca](mailto:David.Stonehouse@toronto.ca)>

**Sent:** February 22, 2019 5:16 PM

**To:** Redish, Adam (MOI) <[Adam.Redish@ontario.ca](mailto:Adam.Redish@ontario.ca)>; Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>

**Subject:** RE: Chair

Sorry for the delay.

I have learned that all Council appointment nominations are done in public (different from HR matters) so the name will be in play as of Tuesday morning.

The recommended term is 3 years. The Members Motion does not use hard dates – instead it recommends that the term commence on the date that all three governments complete their respective appointment processes.

David

David Stonehouse

City of Toronto

Waterfront Secretariat

City Planning Division

416-392-8113

481 University Avenue, 6<sup>th</sup> Floor

**From:** Redish, Adam (MOI) [<mailto:Adam.Redish@ontario.ca>]

**Sent:** February 22, 2019 3:10 PM

**To:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>; David Stonehouse <[David.Stonehouse@toronto.ca](mailto:David.Stonehouse@toronto.ca)>

**Subject:** RE: Chair

Two other things, David, can you advise whether either whole appt is in camera, or just name redacted or neither.....I am sure we will get Qs if the process is public.

This second thing is FYI only at present - we have a standing committee

of the Legislature that reviews all appts – can take a few weeks sometimes – not sure if that has any implications for effective dates (usually LG doesn't sign until committee as either reviewed the appt or advised that it does not intend to. [REDACTED] ar

---

**From:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>

**Sent:** February 22, 2019 1:27 PM

**To:** Redish, Adam (MOI) <[Adam.Redish@ontario.ca](mailto:Adam.Redish@ontario.ca)>; David Stonehouse <[David.Stonehouse@toronto.ca](mailto:David.Stonehouse@toronto.ca)>

**Subject:** Chair

Facts in play

March 15, 2019 to March 14, 2022

3 year term

Glenn Campbell

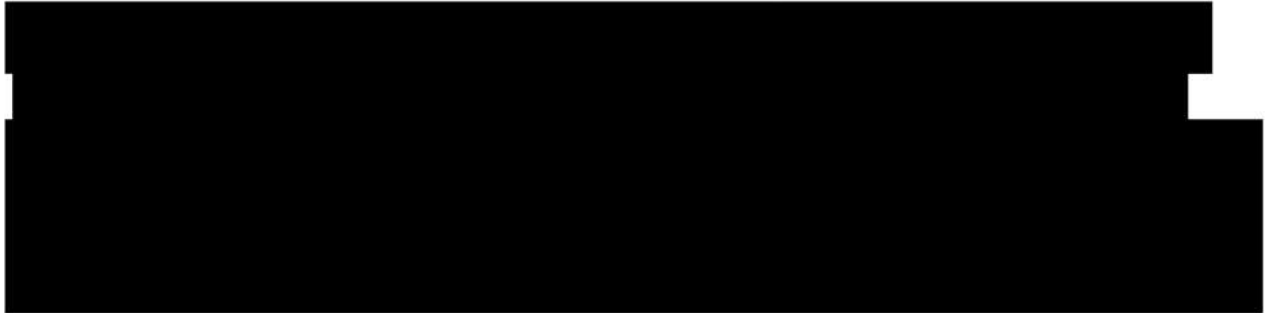
[REDACTED]  
613 941 0722 (w)

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Hanson, Lawrence](#)  
**Subject:** re  
**Date:** February 22, 2019 9:43:00 PM

ATIA - 21(1)(b)

Thanks on ports

So TC ended up in the end participating in market sounding? All good with me on that front.



GC

---

**From:** Hanson, Lawrence [<mailto:lawrence.hanson@tc.gc.ca>]  
**Sent:** February 22, 2019 9:33 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** RE: Next steps on Ports

I have a TMX filled weekend ahead of me so good to have a diversion of sorts ☺ Meanwhile Vincent is going to prepare of summary of sounding so far for me and Mike Will be happy to share with you.

Lawrence

---

**From:** Campbell, Glenn (INFC) [<mailto:glenn.campbell@canada.ca>]  
**Sent:** Friday, February 22, 2019 9:17 PM  
**To:** Hanson, Lawrence <[lawrence.hanson@tc.gc.ca](mailto:lawrence.hanson@tc.gc.ca)>; Halverson, Soren (FIN) <[soren.halverson@canada.ca](mailto:soren.halverson@canada.ca)>  
**Cc:** Mitchell2, Lisa (INFC) <[lisa.mitchell2@canada.ca](mailto:lisa.mitchell2@canada.ca)>; Dancey, Evelyn (FIN) <[evelyn.dancey@canada.ca](mailto:evelyn.dancey@canada.ca)>; Kokhanova, Milla (INFC) <[milla.kokhanova@canada.ca](mailto:milla.kokhanova@canada.ca)>  
**Subject:** Next steps on Ports  
Colleagues,

Would like to return early next week on next steps on Ports, and potential specific role or group to include CIB.

Are we anticipating some work in near term or positioning for post Budget is a key question, and setting a critical path for this work.

Expectation management and engagement with port proponents will be also be a topic of discussion.

My office will schedule a call early next week.

Regards, Glenn

Glenn Campbell

Assistant Deputy Minister

Investment, Partnerships and Innovation

Infrastructure Canada

427 Laurier, 10th floor, Ottawa

613 941-0722

[Glenn.campbell@canada.ca](mailto:Glenn.campbell@canada.ca)

**From:** [Civic Labs](#)  
**Subject:** Civic Lab on Civic Digital Trusts - March 4, 1:00 - 5:00 pm  
**Date:** February 22, 2019 4:33:24 PM  
**Attachments:** [image001.png](#)

---

Hello,

The rescheduled date for Waterfront Toronto's **Civic Lab on Civic Digital Trusts** has been set:

**Monday, March 4, 2019**

1:00 p.m. - 5:00 p.m.

**MaRS Discovery District**

101 College St, Toronto, ON M5G 1L7

Auditorium (*Lower Concourse*)

*Light refreshments will be served.*

The meeting agenda will be shared next week.

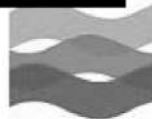
Please confirm your attendance by replying to this email by **Friday, March 1<sup>st</sup>**

[CivicLabs@waterfronttoronto.ca](mailto:CivicLabs@waterfronttoronto.ca)

Many thanks,

Louroz

Louroz Mercader | Communications and Public Engagement Manager | **Waterfront Toronto** | 1310-20 Bay Street | Toronto  
ON M5J 2N8 | [REDACTED] [@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca) | [waterfronttoronto.ca](http://waterfronttoronto.ca)



**WATERFRONT**Toronto

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Cc:** [Tippins, Shawn \(INFC\)](#)  
**Subject:** Re: 5 questions  
**Date:** February 22, 2019 10:18:24 AM

---

Ok tied up in other meeting. You folks can ask questions as you see fit.

Glenn Campbell

613 941 0722 (w)

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Friday, February 22, 2019 10:17 AM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC)  
**Subject:** Fw: 5 questions

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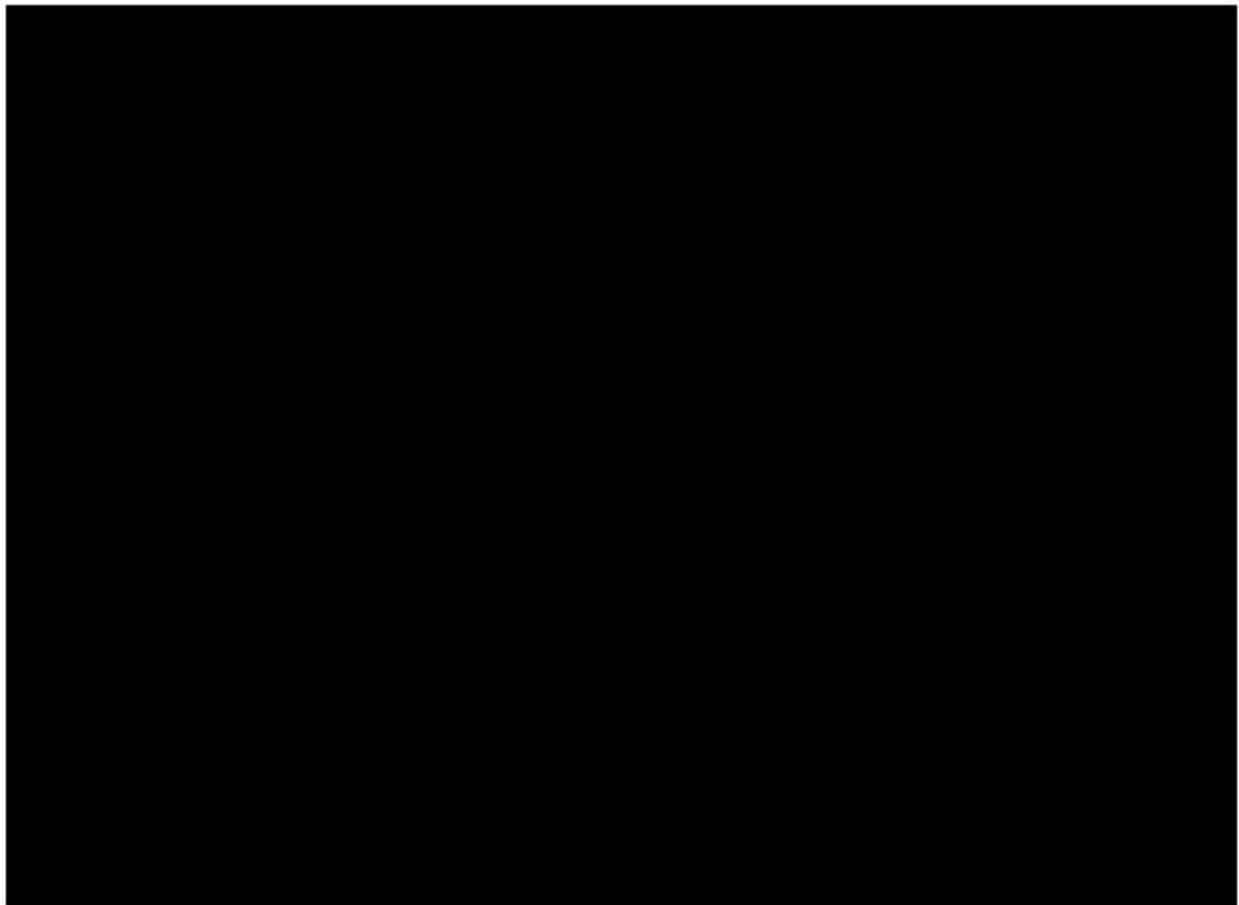
Sorry for not forwarding these earlier. Have been nose down into CIB BN.

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Tippins, Shawn (INFC)  
**Sent:** Friday, February 22, 2019 9:41 AM  
**To:** Faraday-Smith, Nancy (INFC)  
**Subject:** FW: 5 questions

---





**Page 138  
is withheld  
pursuant to paragraph  
21(1)(a) & 21(1)(b)  
of the *Access to Information Act***

**\*\*\*\***

**La page 138  
Font l'objet d'une exception totale  
conformément aux dispositions de paragraphe  
21(1)(a) & 21(1)(b)  
de la *loi sur l'accès à l'information***

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Home Email](#)  
**Subject:** Please check my emails and text  
**Date:** February 21, 2019 10:09:59 PM

---

Click on GMAIL app for any emails, or texts on phone

Could be email from [REDACTED] Waterfront

Glenn Campbell

[REDACTED]  
613 941 0722 (w)

**From:** Faraday-Smith, Nancy (INFC)  
**To:** Tippins, Shawn (INFC); Campbell, Glenn (INFC)  
**Subject:** RE: Re-cap of today's ETHI Cttee.  
**Date:** February 21, 2019 9:42:06 PM

---

Thanks Shawn - you captured what I had also observed very well.

-----Original Message-----

From: Tippins, Shawn (INFC)  
 Sent: February 21, 2019 9:09 PM  
 To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>  
 Subject: Re-cap of today's ETHI Cttee.  
 Importance: High

Hi -

Today's ETHI Cttee meeting went well in my opinion. I said hello to Meg, Kristina, Ed and Chantale just before things got underway [REDACTED] The proceedings have been recorded for posterity. The video can be accessed through the link below. Some of my highlights / takeaways included:

- ETHI will be calling more witnesses to appear before the Cttee. SWL is expected to appear in March. Angus is very keen to get John Brodhead to appear before the committee to answer questions, as well as other "senior officials"

- Meg and Kristina gave solid prepared statements reiterating the commitment to public consultation and reiterating that any digital governance proposals coming from SWL will have to abide by all existing laws and regs that apply from a privacy perspective.

- Nathaniel Erskine-Smith (L) asked questions around the DSAP and Ann Cavoukian resignations, and sought clarification on meaning of the concepts "de-identification at source" and "open by default." [REDACTED]

- Peter Kent (C) and Charlie Angus (NDP) posed tough questions. Kent made insinuations around the preferential treatment of SWL, the RFP being rushed, and the role of John Brodhead. He focused on the materials leaked last week, decrying that this was in fact not a tech project but a highly profitable real-estate play. He spoke of the secrecy of the project, that Doctoroff just wants us to give him a city to run, and that WT is being steamrolled by a 'Google-sibling' Meg defended the RFP, referring to several points that demonstrated the integrity of the process. On the nature of Quayside she made the point that WT had never asked a tech project, but was looking for an innovative thinker who could put resources into developing proposals on how to do things differently around affordability, mobility, and sustainability.

Angus focused somewhat on scale and scope questions, and asked why the RFP talks about 12 acres and all of a sudden the PDA had a map of the whole Designated Waterfront Area. He remarked that those applied to the RFP were thinking about 12 not 350 acres. Meg defended that the RFP did indeed contemplate scale. Angus also brought in the AG report and the AG finding of the 6-week RFP process, which Meg countered was 159 days, not 6 weeks. This point was made repeatedly.

Adam Vaughan (L) [REDACTED] made a strong case that nothing with respect to the Quayside project, either through the MIDP development process, or afterward, can proceed without the approval or consent of the City of Toronto or the province due to the ownership of the land. He also made a strong case that neither the PM, anyone in the PMO, or any federal MP "brought" Google to WT.

I encourage you to watch the video if you didn't get a chance to see the proceedings live. [REDACTED]

[http://parlvu.parl.gc.ca/XRender/en/PowerBrowser/PowerBrowserV2/20190221/-1/31085?  
Language=English&Stream=Video&useragent=Mozilla/5.0](http://parlvu.parl.gc.ca/XRender/en/PowerBrowser/PowerBrowserV2/20190221/-1/31085?Language=English&Stream=Video&useragent=Mozilla/5.0)

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Gillis, Kelly \(INFC\)](#)  
**Cc:** [Eyre, Jennifer \(INFC\)](#); [Tremblay, Jenny \(INFC\)](#); [Peets, Gerard \(INFC\)](#)  
**Subject:** FW: Re-cap of today's ETHI Cttee.  
**Date:** February 21, 2019 9:12:00 PM  
**Importance:** High

FYI  
 WFT at Committee  
 Worth watching - range of topics covered  
 [REDACTED]

-----Original Message-----

From: Tippins, Shawn (INFC)  
 Sent: February 21, 2019 9:09 PM  
 To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>  
 Subject: Re-cap of today's ETHI Cttee.  
 Importance: High

Hi -

Today's ETHI Cttee meeting went well in my opinion. I said hello to Meg, Kristina, Ed and Chantale just before things got underway [REDACTED] The proceedings have been recorded for posterity. The video can be accessed through the link below. Some of my highlights / takeaways included:

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the City of Toronto or the province due to the ownership of the land. He also made a strong case that neither the PM, anyone in the PMO, or any federal MP "brought" Google to WT.

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[http://parlvu.parl.gc.ca/XRender/en/PowerBrowser/PowerBrowserV2/20190221/-1/31085?  
Language=English&Stream=Video&useragent=Mozilla/5.0](http://parlvu.parl.gc.ca/XRender/en/PowerBrowser/PowerBrowserV2/20190221/-1/31085?Language=English&Stream=Video&useragent=Mozilla/5.0)

**From:** Tippins, Shawn (INFC)  
**To:** Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC)  
**Cc:** INFC.O.IPI.admo-BSMA.IPI.O.INFC  
**Subject:** RE: Re-cap of today's ETHI Cttee.  
**Date:** February 21, 2019 9:10:07 PM  
**Importance:** High

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Forgot to Loop in ADMO email.

-----Original Message-----

From: Tippins, Shawn (INFC)  
 Sent: February 21, 2019 9:09 PM  
 To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>  
 Subject: Re-cap of today's ETHI Cttee.  
 Importance: High

Hi -

Today's ETHI Cttee meeting went well in my opinion. I said hello to Meg, Kristina, Ed and Chantale just before things got underway [REDACTED]. The proceedings have been recorded for posterity. The video can be accessed through the link below. Some of my highlights / takeaways included:

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- Peter Kent (C) and Charlie Angus (NDP) posed tough questions. Kent made insinuations around the preferential treatment of SWL, the RFP being rushed, and the role of John Brodhead. He focused on the materials leaked last week, decrying that this was in fact not a tech project but a highly profitable real-estate play. He spoke of the secrecy of the project, that Doctoroff just wants us to give him a city to run, and that WT is being steamrolled by a 'Google-sibling'. Meg defended the RFP, referring to several points that demonstrated the integrity of the process. On the nature of Quayside she made the point that WT had never asked a tech project, but was looking for an innovative thinker who could put resources into developing proposals on how to do things differently around affordability, mobility, and sustainability.

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[http://parlvu.parl.gc.ca/XRender/en/PowerBrowser/PowerBrowserV2/20190221/-1/31085?  
Language=English&Stream=Video&useragent=Mozilla/5.0](http://parlvu.parl.gc.ca/XRender/en/PowerBrowser/PowerBrowserV2/20190221/-1/31085?Language=English&Stream=Video&useragent=Mozilla/5.0)



**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Fenrich, Julia \(INFC\)](#); [Mitchell2, Lisa \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#)  
**Cc:** [INFC.O IPI.admo-BSMA.IPI O.INFC](#); [Eyre, Jennifer \(INFC\)](#)  
**Subject:** Re: MinO Q: Status of letters/notices re: Waterfront Chair  
**Date:** February 21, 2019 2:08:11 PM

---

This is now in DMO

Glenn Campbell  
[REDACTED]

613 941 0722 (w)

---

**From:** Fenrich, Julia (INFC)  
**Sent:** Thursday, February 21, 2019 11:59 AM  
**To:** Mitchell2, Lisa (INFC); Faraday-Smith, Nancy (INFC)  
**Cc:** Campbell, Glenn (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC; Eyre, Jennifer (INFC)  
**Subject:** RE: MinO Q: Status of letters/notices re: Waterfront Chair

---

Hello all,

Just checking in on the below. Could you please let me know when we could provide an update? [REDACTED]  
[REDACTED]

Thanks,  
Julia

---

**From:** Mitchell2, Lisa (INFC)  
**Sent:** February 21, 2019 10:08 AM  
**To:** Fenrich, Julia (INFC) <[julia.fenrich@canada.ca](mailto:julia.fenrich@canada.ca)>; Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>  
**Cc:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>; INFC.O IPI.admo-BSMA.IPI O.INFC <[infci.ipi.admo-bsma.ipi.infci@canada.ca](mailto:infci.ipi.admo-bsma.ipi.infci@canada.ca)>; Eyre, Jennifer (INFC) <[jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca)>  
**Subject:** Re: MinO Q: Status of letters/notices re: Waterfront Chair

Looping in Nancy.

On Feb 21, 2019, at 10:04 AM, Fenrich, Julia (INFC) <[julia.fenrich@canada.ca](mailto:julia.fenrich@canada.ca)> wrote:

Hi Glenn, Lisa,

Would you be able to provide an update on the below request from Joe?

Thank ou,

**Julia Fenrich**  
Departmental Liaison Officer | Agente de liaison ministériel  
Telephone | Téléphone [REDACTED] 613-355-1210

---

**From:** Pickerill, Joseph (INFC)  
**Sent:** February 21, 2019 10:00 AM  
**To:** Fenrich, Julia (INFC) <[julia.fenrich@canada.ca](mailto:julia.fenrich@canada.ca)>  
**Cc:** Eyre, Jennifer (INFC) <[jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca)>  
**Subject:** Status of letters/notices re: Waterfront Chair

Please find out the status of this one [REDACTED]  
[REDACTED]

Joseph Pickerill  
Chief of Staff  
Office of the Minister of Infrastructure and Communities  
C: [REDACTED]

**From:** [Faraday-Smith, Nancy \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Cc:** [Tippins, Shawn \(INFC\)](#); [Marchildon, Caroline \(INFC\)](#); [Proulx, Isabelle \(INFC\)](#)  
**Subject:** FW: Media Update  
**Date:** February 20, 2019 10:08:30 PM

---

Glenn - more context below of forthcoming Joe Cressy motion, which will likely be made public tomorrow in The Star, recommending that certain smart cities governance work be undertaken by staff - largely work that is already underway.

Additionally, SWL CEO was apparently doing interviews this afternoon with The Agenda, Focus Ontario, and CBC News. The Agenda was to air tonight or tomorrow (I haven't checked on which transpired), Focus Ontario expected to run on the weekend (possible a clip aired tonight on the 6pm Global news), and the CBC interview was to run on tonight's newscast at 5:30pm. I did a quick Google news search and didn't see any of this but could make for another "lively" day tomorrow.

---

**From:** David Stonehouse [mailto:David.Stonehouse@toronto.ca]  
**Sent:** February 20, 2019 7:31 PM  
**To:** Ren, Wendy (MOI)  
**Cc:** Faraday-Smith, Nancy (INFC)  
**Subject:** Re: Media Update

---

**From:** Sousa-Dias, Sofia (MOI) <[Sofia.Sousa-Dias@ontario.ca](mailto:Sofia.Sousa-Dias@ontario.ca)>  
**Date:** Wednesday, Feb 20, 2019, 4:16 PM  
**To:** Ren, Wendy (MOI) <[Wendy.Ren@ontario.ca](mailto:Wendy.Ren@ontario.ca)>, Whitehead, Cam (MOI) <[Cam.Whitehead@ontario.ca](mailto:Cam.Whitehead@ontario.ca)>, Manning, Catalina (MOI) <[Catalina.Manning@ontario.ca](mailto:Catalina.Manning@ontario.ca)>  
**Cc:** @MOI-L-Media and Issues Management <[MOI-L-MediaandIssuesManagement@msgov.gov.on.ca](mailto:MOI-L-MediaandIssuesManagement@msgov.gov.on.ca)>  
**Subject:** RE: Media Update

One other update for today:  
Toronto Councillor Joe Cressy will bring a motion next week at council that aims to start consultations for the city to establish a governance framework around smart cities.  
The motion will be public tomorrow, and Donovan Vincent from the Star got the it in advance. He asked if we had comment for a story that will go online tonight or tomorrow morning.  
Below is WT's response:

With the Quayside project, Waterfront Toronto set out to explore how new innovations in building and design could make city living more affordable, safer and easier to get around. The public policy matters that surround this ambition, particularly data and privacy, have drawn global attention to Toronto and the world is watching how we respond.

The motion from Councillor Cressy highlights the fact that municipal policy is required for Torontonians to be comfortable with the use of advanced technologies in urban settings. This is consistent with direction from the Board of Waterfront Toronto to work in lockstep with all levels of government, we are pleased with measures that that bring policy closer in line with the digital reality.

**From:** [Tippins, Shawn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Campbell, Glenn \(INFC\)](#)  
**Subject:** Morning News re. Waterfront/SWL  
**Date:** February 20, 2019 10:35:49 AM

---

Hi see below the morning's headlines on WT/SWL Note that the G&M and T.O. Star are reporting on Meg and Kristina's appearance at ETHI tomorrow.

NDP ethics critic Charlie Angus, the committee's vicechair, told The Globe and Mail that his committee has begun reaching out to a number of project affiliates to appear soon to discuss the project's origins and implications for Canadian society. He said the list of witnesses they hope will speak includes Sidewalk Labs chief executive Dan Doctoroff and former federal Liberal bureaucrat John Brodhead, who now works on policy and strategy for Sidewalk, to appear in the future. Mr. Angus offered a litany of questions he hoped to ask the witnesses, including how Waterfront Toronto agreed to partner "so quickly" with Sidewalk Labs after a "staggeringly short" procurement process, echoing concerns made in December by Ontario's auditor-general. He also hopes to ask more about conversations between Sidewalk and the federal Liberal government, including the role that former infrastructure staffer Mr. Brodhead might have played in the project. And he has high concept concerns, too. "What is the long-term plan?" Mr. Angus said in an interview.

-----  
To the Star, Angus said that he wants to know the "full nature of the project," including how the partnership between Waterfront Toronto was constructed and why there was a "short timeline" during which Waterfront Toronto awarded its RFP (request for proposals) to Sidewalk to come up with a plan for Quayside. And he's especially concerned about the news regarding the Port Lands. He went on to say that all along the public has been told Sidewalk's idea for Quayside was a "cool, neat experiment," but that's now been dashed by last week's revelations about the expanded vision for the Port Lands.

-----  
On another note, Netflix will be setting up a production Hub in the Portlands...

[Ethics committee to question Waterfront heads on Sidewalk Labs](#)

Two Waterfront Toronto executives who work on the agency's smart-city partnership with Google affiliate Sidewalk Labs will appear before the House of Commons ethics committee Thursday to discuss the project. Waterfront Toronto's chief development officer Meg Davis, as well as Kristina Verner, its vice-president of innovation, sustainability and prosperity, are...

Globe and Mail , A7 - 2019-02-20

[Google miscalculated citizens' power](#)

Google's Sidewalk Labs plans massive expansion to waterfront vision, Feb. 15 Sidewalk Labs, a poorly disguised real estate and data front for Google, has made several strategic blunders in their plan to bulldoze Toronto's public lands and democracy. But no blunder will prove as deadly as miscalculating the powerful role...

Toronto Star , A12 - 2019-02-20

[Ottawa to question Waterfront Toronto](#)

Two senior Waterfront Toronto members will be grilled in Ottawa on Thursday over concerns about whether the controversial Sidewalk Labs smart city project is really what Toronto needs. Meg Davis, chief development officer for Waterfront Toronto, and Kristina Verner, vice-president of innovation, sustainability and prosperity, have been invited to appear...

Toronto Star , GT1 - 2019-02-20

[Netflix setting up Port Lands hub](#)

Video-streaming giant Netflix is setting up a production hub in Toronto's Port Lands, leasing space from local studios on the redeveloping east downtown waterfront coveted by Sidewalk Labs for potential future high-tech neighbourhoods. California-based Netflix announced Tuesday it has signed leases for four new Cinespace Film Studios sound stages and...

Toronto Star , GT1 - 2019-02-20

Sidewalk Labs should not be developer of waterfront

Last week, the Star reported on an internal document that included preliminary work by my company, Sidewalk Labs, on some complex questions. We have regularly updated the public on our thinking at various stages of the planning process, and this would have been no different - we just felt we...

Toronto Star , A13 - 2019-02-20

**From:** Faraday-Smith, Nancy (INFC)  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC)  
**Subject:** G&M article on WT @ ETHI  
**Date:** February 20, 2019 10:33:28 AM

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(<https://www.infomedia.gc.ca/infrastructurecanada/en/2019/02/20/217648881> ; also covered in today's Toronto Star)

## **Ethics committee to question Waterfront heads on Sidewalk Labs**

### **House of Commons committee aims to ask executives about the partnership with Google affiliate as part of privacy and government services study**

by: Josh O'kane

Two Waterfront Toronto executives who work on the agency's smart-city partnership with Google affiliate Sidewalk Labs will appear before the House of Commons ethics committee Thursday to discuss the project. Waterfront Toronto's chief development officer Meg Davis, as well as Kristina Verner, its vice-president of innovation, sustainability and prosperity, are scheduled to appear as witnesses to the committee on Thursday morning. The agency represents all three levels of government; while municipal and provincial officials have criticized the smart-city partnership, federal officials until now have largely avoided publicly raising concerns. The ethics committee meeting is part of its study of Canadian privacy and government services.

NDP ethics critic Charlie Angus, the committee's vicechair, told The Globe and Mail that his committee has begun reaching out to a number of project affiliates to appear soon to discuss the project's origins and implications for Canadian society. He said the list of witnesses they hope will speak includes Sidewalk Labs chief executive Dan Doctoroff and former federal Liberal bureaucrat John Brodhead, who now works on policy and strategy for Sidewalk, to appear in the future.

Mr. Angus offered a litany of questions he hoped to ask the witnesses, including how Waterfront Toronto agreed to partner "so quickly" with Sidewalk Labs after a "staggeringly short" procurement process, echoing concerns made in December by Ontario's auditor-general. He also hopes to ask more about conversations between Sidewalk and the federal Liberal government, including the role that former infrastructure staffer Mr. Brodhead might have played in the project. And he has high concept concerns, too.

"What is the long-term plan?" Mr. Angus said in an interview.

"Are we turning public infrastructure and public data over to one of the largest American corporations in the world? What are the terms of that handover of real estate and the data of citizens? Those questions need to be answered before this project moves ahead."

Waterfront Toronto and Sidewalk Labs - the urban-planning subsidiary of Alphabet Inc., one of the world's most data-rich companies - agreed in October, 2017, to explore developing a digital-first community on Toronto's eastern waterfront. Set on 12 acres at the foot of Parliament Street, the project is called Quayside, although the initial agreement included the opportunity to expand farther across the eastern waterfront at a later date.

In recent months, the project has come under fire from tech leaders and former project advisers, several of whom resigned citing concerns about the project's governance, privacy implications and lack of public detail. Last week, the Toronto Star reported that Sidewalk had been developing more robust internal plans to develop a larger swath of the Waterfront than had been previously revealed, and that the New York company would offer to help fund a Waterfront light-rail transit route - in exchange for a cut of income streams including property taxes and development fees.

Ms. Verner told The Globe that the invitation to appear before the ethics committee arrived Jan. 30, before last week's reports. "I'm expecting to hear questions with regards to the privacy implications for smart cities, and perhaps lessons learned through the research we've been doing as we've prepared for this project and throughout our community consultation," she said in an interview late on Tuesday.

Asked about the Star report, she said: "There may be other peripheral issues with regard to the ongoing work we're doing with Sidewalk Labs that may come up through the committee, but I am expecting that they will be focused on the items within their mandate."

Sidewalk Labs did not immediately respond for comment before publication.

Each level of government appoints a third of Waterfront Toronto's board. After Ontario's auditor-general released a report in December arguing that the project needed more government oversight and had insufficient timelines, the province moved to fire its Waterfront Toronto directors, hoping to bring in more hawkish replacements soon.

**From:** Campbell, Glenn (INFC)  
**To:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)  
**Subject:** FW: Sidewalk Labs [REDACTED]  
**Date:** February 19, 2019 10:58:00 AM

**From:** Gillis, Kelly (INFC)  
**Sent:** February 15, 2019 9:01 AM  
**To:** Campbell, Glenn (INFC) [REDACTED]  
**Subject:** Fwd: Sidewalk Labs [REDACTED]  
 See below - let's discuss. Tks

Sent from my iPhone

Begin forwarded message:

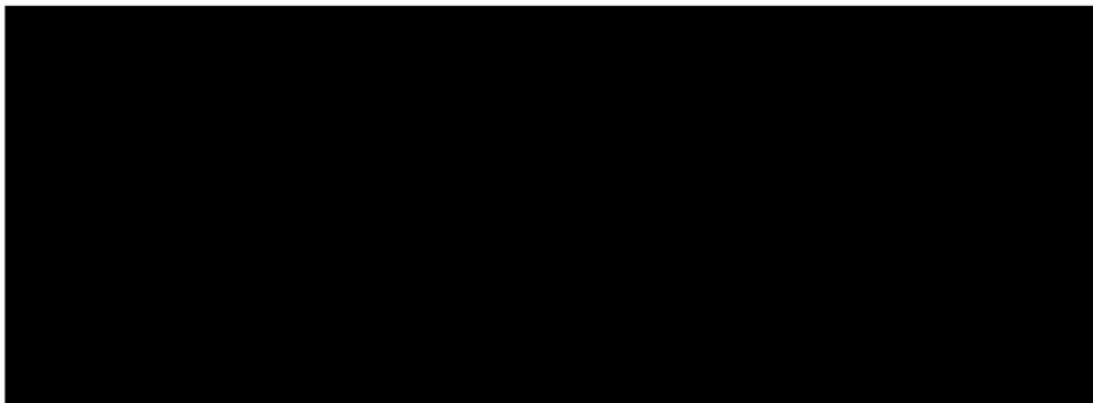
**From:** [REDACTED]  
**Date:** February 15, 2019 at 8:58:34 AM EST  
**To:** "Gillis, Kelly (IC) (kelly.gillis@canada.ca)" <kelly.gillis@canada.ca>  
**Cc:** Peter Wallace <Peter.Wallace@tbs-sct.gc.ca>, "Rochon, Paul (FIN)" <paul.rochon@canada.ca>, "Eyre, Jennifer (INFC)" <jennifer.eyre@canada.ca>, "Mendelsohn, Matthew" <Matthew.Mendelsohn@pco-bcp.gc.ca>, "Knubley, John (IC)" <john.knubley@canada.ca>  
**Subject:** Sidewalk Labs [REDACTED]

Kelly,

I am sure you've read this [REDACTED] article in Toronto Star this morning [REDACTED]

[REDACTED]  
<https://www.thestar.com/news/gta/2019/02/14/googles-sidewalk-labs-plans-massive-expansion-to-waterfront-vision.html>.

Can I please get some information about these weekly meetings the company is having with all three levels of government? One slide states there have been "weekly briefings with officials from the three levels of government," and "regulatory dispensations", "have been drafted to allow the plan to go ahead".



I appreciate your help here understand what is going on.



Cheers,  
 [REDACTED]

-----Original Message-----

From: Mendelsohn, Matthew [<mailto:Matthew.Mendelsohn@pco-bcp.gc.ca>]  
 Sent: January-18-19 6:36 PM  
 To: [REDACTED]  
 Cc: Gillis, Kelly (INFC) <[kelly.gillis@canada.ca](mailto:kelly.gillis@canada.ca)>; Peter Wallace  
 <[Peter.Wallace@tbs-sct.gc.ca](mailto:Peter.Wallace@tbs-sct.gc.ca)>; Rochon, Paul (FIN) <[paul.rochon@canada.ca](mailto:paul.rochon@canada.ca)>;  
 Eyre, Jennifer (INFC) <[jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca)>;  
 [REDACTED]  
 Subject: Re: Federal staff advised to press Sidewalk Labs' Toronto project at  
 October dinner

Looking forward to it.

Sent from my iPhone

On Jan 18, 2019, at 3:05 PM, Jim Balsillie  
 [REDACTED] wrote:

Kelly,  
 That sounds great and all look forward to it.  
 [REDACTED] can coordinate with Jennifer.  
 Have a great weekend.  
 Cheers,  
 [REDACTED]

From: Gillis, Kelly (INFC) [<mailto:kelly.gillis@canada.ca>]  
 Sent: January-17-19 9:03 AM  
 To: [REDACTED]; Matthew  
 Mendelsohn <[Matthew.Mendelsohn@pco-bcp.gc.ca](mailto:Matthew.Mendelsohn@pco-bcp.gc.ca)><<mailto:Matthew.Mendelsohn@pco-bcp.gc.ca>>>; Peter Wallace  
 <[Peter.Wallace@tbs-sct.gc.ca](mailto:Peter.Wallace@tbs-sct.gc.ca)><<mailto:Peter.Wallace@tbs-sct.gc.ca>>>; Rochon,  
 Paul (FIN) <[paul.rochon@canada.ca](mailto:paul.rochon@canada.ca)><<mailto:paul.rochon@canada.ca>>>  
 Cc: Eyre, Jennifer (INFC)  
 <[jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca)><<mailto:jennifer.eyre@canada.ca>>>  
 Subject: Re: Federal staff advised to press Sidewalk Labs' Toronto project at  
 October dinner

Hi [REDACTED] Matthew and I would be pleased to host a dinner with you and CEOS  
 representing smart cities. Jennifer in my office can help put together please us  
 know who she can work with on your end. Thanks Kelly

Sent from my BlackBerry 10 smartphone on the Rogers network.  
 From: [REDACTED]  
 Sent: Thursday, January 17, 2019 8:20 AM  
 To: Matthew Mendelsohn; Peter Wallace; Gillis, Kelly (INFC); Rochon, Paul  
 (FIN)  
 Subject: Federal staff advised to press Sidewalk Labs' Toronto project at October

dinner

Matthew, Peter, Paul & Kelly

Can we do a similar star studded dinner for Canadian smart city innovators?

[REDACTED]

Let me know if you're open to this.

Cheers,

[REDACTED]

Federal staff advised to press Sidewalk Labs' Toronto project at October dinner

<https://www.theglobeandmail.com/business/article-federal-staff-advised-to-press-sidewalk-labs-toronto-project-at/>

**From:** [Tippins, Shawn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Campbell, Glenn \(INFC\)](#)  
**Subject:** Christopher Hume: Anger over Google's vision for Toronto waterfront is misguided  
**Date:** February 19, 2019 10:00:58 AM

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Among the Headlines on Quayside this morning is a more positive article by Toronto Star columnist Christopher Hume that provides a more balanced perspective. In it he offers that SWL brings an opportunity to do what the City has been unable to for decades – be ambitious on plans for visioning the development of the eastern waterfront.

[Christopher Hume: Anger over Google's vision for Toronto waterfront is misguided](#)

OK, Toronto, sit down, take a deep breath and try to relax. Frothing at the mouth makes you look even more foolish than usual, especially when it's so misguided. Ours isn't the first city not to know a good thing when it comes along. Nothing new there. Toronto proved that...

Toronto Star.com - 2019-02-18

m

**From:** Eyre, Jennifer (INFC)  
**To:** Campbell, Glenn (INFC)  
**Subject:** Fwd: Sidewalk Labs [REDACTED]  
**Date:** February 18, 2019 10:21:38 AM

---

Hi,

[REDACTED]

Sent from my iPhone

Begin forwarded message:

**From:** [REDACTED]  
**Date:** February 18, 2019 at 10:06:25 AM GMT-5  
**To:** "Gillis, Kelly (INFC)" <kelly.gillis@canada.ca>  
**Cc:** Peter Wallace <Peter.Wallace@tbs-sct.gc.ca>, "Rochon, Paul (FIN)" <paul.rochon@canada.ca>, "Eyre, Jennifer (INFC)" <jennifer.eyre@canada.ca>, "Mendelsohn, Matthew" <Matthew.Mendelsohn@pco-bcp.gc.ca>, "Knubley, John (IC)" <john.knubley@canada.ca>  
**Subject:** RE: Sidewalk Labs [REDACTED]

Hi Kelly,

Thank you for your response. I especially appreciate the clarity about the Federal government's role in Sidewalk's plans. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] Do you have any interplay with the four Federal representatives on the Waterfront's board? [REDACTED]

[REDACTED] Please let me know if this is possible. It will be much appreciated.

Cheers,

[REDACTED]

-----Original Message-----

From: Gillis, Kelly (INFC) [mailto:kelly.gillis@canada.ca]

Sent: February-15-19 11:43 AM

To: [REDACTED]

Cc: Peter Wallace <Peter.Wallace@tbs-sct.gc.ca>; Rochon, Paul (FIN) <paul.rochon@canada.ca>; Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>; Mendelsohn, Matthew <Matthew.Mendelsohn@pco-bcp.gc.ca>; Knubley, John (IC) <john.knubley@canada.ca>

Subject: Re: Sidewalk Labs [REDACTED]

Hi [REDACTED], just read the article [REDACTED]. I can tell you that we are not meeting with Sidewalk weekly nor in any regular frequency - that relationship is managed with Waterfront Toronto. I have not seen the deck referenced nor aware of Sidewalk's thinking as we are still awaiting the MIDP documents which will be made public when available.

As you are aware Waterfront Toronto has engaged a panel of experts to help think through and hold public engagements on the various elements of a smart city such as data, privacy, IP, etc. [REDACTED]

[REDACTED]

[REDACTED]

Talk soon Kelly

Sent from my iPhone

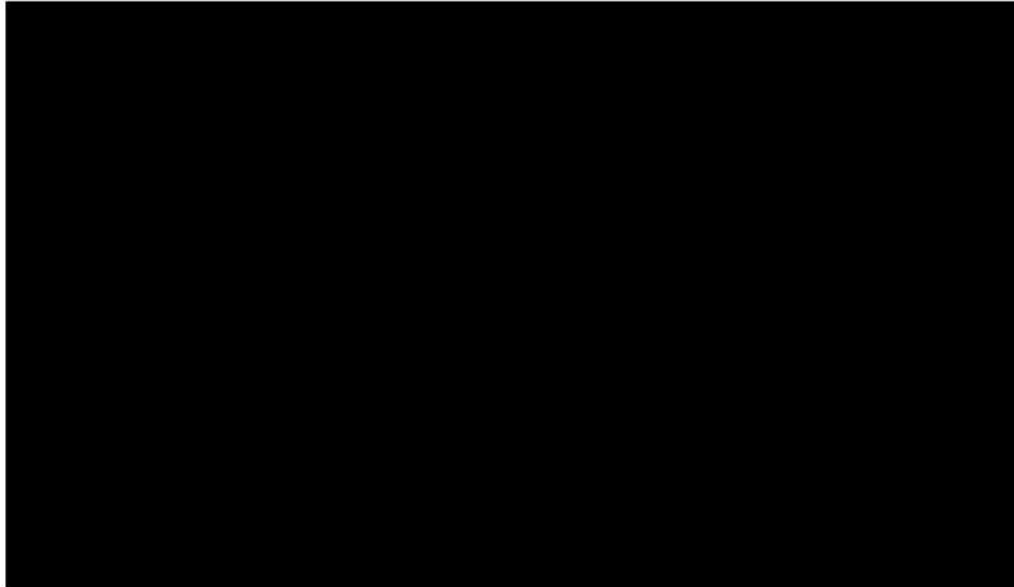
On Feb 15, 2019, at 8:58 AM, [REDACTED] wrote:

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I am sure you've read this [REDACTED] article in Toronto Star this morning [REDACTED]

<https://www.thestar.com/news/gta/2019/02/14/googles-sidewalk-labs-plans-massive-expansion-to-waterfront-vision.html>.

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Sent: January-18-19 6:36 PM

To:



Cc: Gillis, Kelly (INFC) <[kelly.gillis@canada.ca](mailto:kelly.gillis@canada.ca)>; Peter Wallace <[Peter.Wallace@tbs-sct.gc.ca](mailto:Peter.Wallace@tbs-sct.gc.ca)>; Rochon, Paul (FIN) <[paul.rochon@canada.ca](mailto:paul.rochon@canada.ca)>; Eyre, Jennifer (INFC) <[jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca)>



Subject: Re: Federal staff advised to press Sidewalk Labs' Toronto project at October dinner

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Sent from my iPhone

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[REDACTED] can coordinate with Jennifer.

Have a great weekend.

Cheers,

[REDACTED]

From: Gillis, Kelly (INFC) [<mailto:kelly.gillis@canada.ca>]

Sent: January-17-19 9:03 AM

To: [REDACTED];  
Matthew Mendelsohn <[Matthew.Mendelsohn@pco-bcp.gc.ca](mailto:Matthew.Mendelsohn@pco-bcp.gc.ca)<<mailto:Matthew.Mendelsohn@pco-bcp.gc.ca>>>; Peter  
Wallace <[Peter.Wallace@tbs-sct.gc.ca](mailto:Peter.Wallace@tbs-sct.gc.ca)<<mailto:Peter.Wallace@tbs-sct.gc.ca>>>; Rochon, Paul (FIN)  
<[paul.rochon@canada.ca](mailto:paul.rochon@canada.ca)<<mailto:paul.rochon@canada.ca>>>

Cc: Eyre, Jennifer (INFC)  
<[jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca)<<mailto:jennifer.eyre@canada.ca>>>

Subject: Re: Federal staff advised to press Sidewalk Labs' Toronto project at October dinner

Hi [REDACTED] Matthew and I would be pleased to host a dinner with you and CEOS representing smart cities. Jennifer in my office can help put together please us know who she can work with on your end.

Thanks Kelly

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: [REDACTED]

Sent: Thursday, January 17, 2019 8:20 AM

To: Matthew Mendelsohn; Peter Wallace; Gillis, Kelly (INFC);  
Rochon, Paul (FIN)

Subject: Federal staff advised to press Sidewalk Labs' Toronto  
project at October dinner

Matthew, Peter, Paul & Kelly

Can we do a similar star studded dinner for Canadian smart city  
innovators? [REDACTED]

[REDACTED]  
[REDACTED] Let me know if you're open to this.

Cheers,  
[REDACTED]

Federal staff advised to press Sidewalk Labs' Toronto project at  
October dinner <https://www.theglobeandmail.com/business/article-federal-staff-advised-to-press-sidewalk-labs-toronto-project-at/>



**From:** Faraday-Smith, Nancy (INFC)  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC  
**Subject:** NDP MP Angus may call on Ethics, Integrity commissioner for Sidewalk Labs investigation  
**Date:** February 18, 2019 10:17:30 AM

## NDP MP Angus may call on Ethics, Integrity commissioner for Sidewalk Labs investigation

<https://mobilesyrup.com/2019/02/15/angus-sidewalk-labs-google/>

Federal NDP Member of Parliament (MP) Charlie Angus says Canadians have “been played for suckers” by the Liberal government and Google in response to a new report revealing Google’s Sidewalk Labs had plans to extend the smart city development Quayside by getting a share of property taxes, development fees and increased value of city land. “[The Liberals] pretended that this is some cool little project when all along it was about turning over some of their richest real estate land in the world to one of the biggest American corporations,” Angus said to MobileSyrup during a phone interview on February 15th. “The people of Canada have been played for suckers. about Google and the Liberal government,” he said.

On Thursday night, The Toronto Star released an investigative report based on internal documents that showed the company had plans to make a case indicating it was “entitled to...a share in the uptick in land value on the entire geography...a share of developer charges and incremental tax revenue on all land.” Documents showed that the land where Sidewalk Labs eventually constructed Quayside would increase in value and “could amount to a large, recurring revenue stream diverted from the city into private lands.” Confidential slides showed that Sidewalk Labs intended on benefiting from the potential increase in the value of the land after other developers built their projects. Angus said that there was no transparency to anything that Sidewalk Labs had done or said so far. “We need accountability and an investigation into how this deal was constructed,” Angus said. Asked if Canada’s Ethics Commissioner or Ontario’s Integrity Commissioner needs to partake in an investigation, Angus said: “We are looking at options.” He did note that he has not been in touch with either commissioner on the issue yet.

Sidewalk Labs’ CEO Dan Doctoroff told the Star that the slides were real. “We don’t think that 12 acres on Quayside has the scale to actually have the impact on affordability and economic opportunity and transit that everyone aspires to,” he told the Star in an interview. He added that the plan is to spend “a lot of money in advancing the infrastructure” and in turn, believes the company should be “paid back a reasonable return for our investment in that infrastructure.” Slides showed ideas of constructing an LRT expansion and construction of “power and thermal grid, and waste removal.” “This is something that is on nobody’s realistic drawing board. We would ensure it gets financed and all we want to do is get paid back out of the increased in value in terms of property taxes and developer charges that are only possible when that LRT gets extended,” Doctoroff said.

Angus said the offer wasn’t a “good deal for the Canadian people.” “A 30-day [Request For Proposals] that turned over so much valuable land that basically no one else was able to really

put a bid in...that stinks,” Angus said. Ontario Auditor General Bonnie Lysyk said in her 2018 report that Sidewalk Labs had been given more information than others to complete the proposal. She said that all levels of government needed to have consultations with Sidewalk Labs throughout the process. And Sidewalk Labs did say it was in constant contact with the three levels of government.

Angus, on the other hand, doesn’t feel that the level of engagement was enough. He said the last time he met with Google’s lobbyists was in October when they had met with many MPs and senior officials. “But I wasn’t invited to that dinner,” Angus said as he laughed. That dinner he was referring to was a dinner that was hosted on October 25th with 12 senior government officials and three executives from Sidewalk Labs, including its CEO Dan Doctoroff. Angus said he obtained the information through an Access to Information and Privacy (ATIP) request. The Globe and Mail reported on January 17th that the ATIP briefing showed the federal staff were advised to press Doctoroff on IP concerns. “This looks like it was set up through back-room channels and I think we need to definitely stop this project now on its tracks and get some accountability,” Angus said, adding when the Google lobbyists showed up as his door they made it seem like the project was going to be fun. “They presented to us a really neat little project, a little experiment. They never came clean about the overall picture, which is turning over to a massive American corporation, public revenues, public oversight of some of the most prime real estate in the world,” Angus said. “Google has gotten away with it because they have a very very comfy, cozy relationship with all the senior representatives, at least in the Liberal government, and the two other levels of government, we need to see some accountability as well.”

Angus said he still has not received a response from Infrastructure and Communities Minister François-Philippe Champagne after he penned a letter to him in January expressing his concerns about the project. “He has never bothered to respond,” Angus said. “I think [Sidewalk Labs] just thinks that this is just going to go ahead because it’s Google. And my question is, is it in the public interest?” Angus said. The Alphabet-owned Google affiliate began working with Waterfront Toronto after it was solidified in October 2017. The Waterfront Toronto board of directors later approved a Plan Development Agreement (PDA) with Sidewalk Labs in July 2018. As a result of the 58-page PDA, Sidewalk Labs said that it would invest approximately \$40 million USD (roughly \$52.87 million CAD) to develop the Master Innovation and Development Plan (MIDP). Of that total figure, Sidewalk Labs set aside \$2.6 million USD (approximately \$3.52 million CAD) to examine legal, regulatory and policy issues, including data privacy and digital governance.

**From:** Marchildon, Caroline (INFC)  
**To:** Gillis, Kelly (INFC); Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC); Fortin3, Marc (INFC)  
**Cc:** Eyre, Jennifer (INFC); Hobbs, Joshua (INFC); Baalbaki2, Fatima (INFC); Proulx, Isabelle (INFC); Tam2, Pauline (INFC); Loginova, Natasha (INFC)  
**Subject:** Fwd: Waterfront Toronto  
**Date:** February 16, 2019 8:27:53 AM

---

FYI - A National Post follow up piece below.

Sent from my iPhone

Begin forwarded message:

**From:** [ps.donotreply-newsdesk-infomedia-nepasrepondre.sp@canada.ca](mailto:ps.donotreply-newsdesk-infomedia-nepasrepondre.sp@canada.ca)  
**Date:** February 16, 2019 at 8:02:17 AM GMT-5  
**To:** [lama.khodr@canada.ca](mailto:lama.khodr@canada.ca), [caroline.marchildon@canada.ca](mailto:caroline.marchildon@canada.ca),  
[michael.wronski@canada.ca](mailto:michael.wronski@canada.ca), [kelly.gillis@canada.ca](mailto:kelly.gillis@canada.ca), [jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca),  
[jen.powroz@canada.ca](mailto:jen.powroz@canada.ca)  
**Subject:** Waterfront Toronto

1/1 - [Sidewalk Labs says wider vision for Toronto waterfront - tax revenue, transit - still 'concepts in progress'](#)

National Post . com - 2019-02-16 07:46

Sidewalk Labs, the Google-affiliated company trying to redevelop a portion of Toronto's waterfront, scrambled to clarify its plans on Friday after it was revealed the company's ambitions in the city were more extensive than had been previously announced. For more than a year, Sidewalk has been working on its proposal...

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*\* Query: "WATERFRONT TORONTO" OR "TORONTO WATERFRONT"*

*\* Alerts are limited to 100 articles maximum | Maximum de 100 articles par alertes*

*\* Media contents in NewsDesk are copyright protected | Le contenu médiatique d'InfoMédia est protégé par les droits d'auteur*

**From:** [Marchildon, Caroline \(INFC\)](#)  
**To:** [Gillis, Kelly \(INFC\)](#); [Campbell, Glenn \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#); [Tippins, Shawn \(INFC\)](#); [Fortin3, Marc \(INFC\)](#)  
**Cc:** [Hobbs, Joshua \(INFC\)](#); [Proulx, Isabelle \(INFC\)](#); [Baalbaki2, Fatima \(INFC\)](#); [Tam2, Pauline \(INFC\)](#); [Wronski, Michael \(INFC\)](#); [Eyre, Jennifer \(INFC\)](#); [Loginova, Natasha \(INFC\)](#)  
**Subject:** Fwd: Waterfront Toronto  
**Date:** February 16, 2019 8:23:05 AM

---

FYI (below) - Compilation of this week's coverage on Waterfront Toronto.

Sent from my iPhone

Begin forwarded message:

**From:** [ps.donotreply-newsdesk-infomedia-nepasrepondre.sp@canada.ca](mailto:ps.donotreply-newsdesk-infomedia-nepasrepondre.sp@canada.ca)  
**Date:** February 16, 2019 at 12:00:49 AM GMT-5  
**To:** [lama.khodr@canada.ca](mailto:lama.khodr@canada.ca), [caroline.marchildon@canada.ca](mailto:caroline.marchildon@canada.ca),  
[michael.wronski@canada.ca](mailto:michael.wronski@canada.ca), [kelly.gillis@canada.ca](mailto:kelly.gillis@canada.ca), [jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca),  
[jen.powroz@canada.ca](mailto:jen.powroz@canada.ca)  
**Subject:** Waterfront Toronto

1/17 - NDP MP Angus may call on Ethics, Integrity commissioner for Sidewalk Labs investigation

MobileSyrup . com - 2019-02-15 14:46

...The Alphabet-owned Google affiliate began working with **Waterfront Toronto** after it was solidified in October 2017. The **Waterfront Toronto** board of directors later approved a Plan Development Agreement (PDA) with Sidewalk Labs in July 2018. As a result of the 58-page PDA, Sidewalk Labs said that it would invest approximately...

2/17 - Google vision for Port Lands a no-go with Ontario government, source says

Toronto Star . com , David Rider - 2019-02-15 12:03

...A Sidewalk Labs presentation, prepared for Google last fall, show that **Waterfront Toronto's** preferred development partner for the 12-acre Quayside district at Queens Quay and Parliament St. has bigger ambitions, for redevelopment on 350 acres in the Port Lands area - an area almost 30 times larger than Quayside -...

3/17 - Sidewalk wants cut of property taxes and development fees for Quayside project

National Post . com - 2019-02-15 10:59

...backed company looking to develop a swath of the Port Lands known as Quayside in partnership with **Waterfront Toronto** revealed late Thursday that in exchange for funding a light rail transit line along the waterfront, the organization hopes to receive some of the profits generated from development charges and increased...

4/17 - Notable Tweets of the Day (February 15)

Twitter - 2019-02-15 09:19

... Welcome! National NIL Regional WestNIL OntarioMarco Chown

Oved@MarcoOved11 hours agoSCOOP: Leaked slides show Google plans to expand its **Toronto waterfront** project to the entire Port Lands, and it wants a piece of public tax revenues in exchange. #quayside #TOPoli #ONpoli #cdnpoli [thestar.com/news/gta/2019/...](http://thestar.com/news/gta/2019/...) Ben Fenlon - Toronto REALTOR - Royal LePage@BenFenlon14...

5/17 - [Sidewalk Labs hires ex-councillor](#)

Toronto Star , David Rider Toronto Star Chief - 2019-02-15 03:09

Sidewalk Labs, the Google sister company proposing a high-tech neighbourhood on **Toronto's waterfront**, has hired a former city councillor to explain and sell the vision to Torontonians. Mary-Margaret McMahon, who retired from politics last fall after representing Beach and East York residents for eight years on council, confirmed Wednesday that...

6/17 - [Google sister company hires former Toronto councillor for Quayside project](#)

Toronto Star . com , David Rider - 2019-02-14 06:17

Sidewalk Labs, the Google sister company proposing a high-tech neighbourhood on **Toronto's waterfront**, has hired a former city councillor to explain and sell the vision to Torontonians. Mary-Margaret McMahon, who retired from politics last fall after representing Beach residents for eight years on council, confirmed Wednesday that on Tuesday she...

7/17 - [As smart cities become our norm, we must be smart about a data strategy](#)

Hill Times , Teresa Scassa - 2019-02-13 00:06

...he recent provincial auditor general's report on **Waterfront Toronto** called out the province for its lack of "a policy framework to guide the development of a mixed-use smart city such as the one being contemplated for Quayside." Of course, the auditor general called for a much more comprehensive framework than...

8/17 - [Canadians rightly worried about smart cities](#)

London Free Press , Saraban Nerman - 2019-02-09 03:40

In January 2019, Liberal MP Adam Vaughan argued that privacy concerns about the smart city proposed for **Toronto's waterfront** should not be allowed to "reverse 25 years of good, solid work and 40 years of dreaming on the **Toronto waterfront**." But a recent survey suggests that Canadians have strong concerns...

9/17 - [Sidewalk Labs CEO responds to criticism around tax and transit plans](#)

St. John's Telegram . com , Tara Deschamps - 2019-02-15 22:02

..."I remain deeply disappointed with government officials and **Waterfront Toronto** who, rather than looking after the public interest, have engaged in this anti-democratic charade for almost two years." Toronto Mayor John Tory did not respond to questions The Canadian Press sent him about whether he would support Sidewalk's proposal, but...

10/17 - [Sidewalk Labs CEO responds to criticism around tax and transit plans](#)

Cape Breton Post . com , Tara Deschamps - 2019-02-15 21:04

..."I remain deeply disappointed with government officials and **Waterfront Toronto** who, rather than looking after the public interest, have engaged in this anti-democratic charade for almost two years." Toronto Mayor John Tory did not respond to questions The Canadian Press sent him about whether he would



support Sidewalk's proposal, but...

11/17 - [Politicians react with shock, anger to Google's sweeping vision for Port Lands](#)

Toronto Star . com , David Rider Marco Chown Oved Robert Benzie Alex Boutilier - 2019-02-15 21:03

...We will submit a formal proposal for consideration to residents, (Google parent company) Alphabet, **Waterfront Toronto** and all three levels of government for review, feedback and decide if it should go forward." An internal Sidewalk presentation from November obtained by the Star claims the company was holding "weekly briefings with...

12/17 - [Doug Ford would never approve waterfront plan, government source says](#)  
Globe and Mail . com , Jeff Gray and Oliver Moore - 2019-02-15 20:41

...The company has been in talks with **Waterfront Toronto** over a plan to build a high-tech "smart city" on a plot of lakefront land for more than a year. New York-based Sidewalk Labs says it could help finance Toronto's proposed waterfront light-rail line and other infrastructure - such as utilities and...

13/17 - [Sidewalk Labs CEO responds to criticism around tax and transit plans](#)  
Charlottetown Guardian . ca , Tara Deschamps - 2019-02-15 19:18

..."I remain deeply disappointed with government officials and **Waterfront Toronto** who, rather than looking after the public interest, have engaged in this anti-democratic charade for almost two years." Toronto Mayor John Tory did not respond to questions The Canadian Press sent him about whether he would support Sidewalk's proposal, but...

14/17 - [Cracks in the Sidewalk](#)

Macleans . ca , Maclean's - 2019-02-15 18:46

...Enter the appeal of a different Sidewalk, the one proposed as a smart-city development on **Toronto's waterfront** by tech giant Alphabet. When Sidewalk Toronto-the joint partnership between all three levels of government and Sidewalk Labs, Google's sister company-was announced in October 2017, it was billed as a chance to showcase...

15/17 - [Sidewalk Labs CEO responds to criticism around tax and transit plans](#)  
Halifax Chronicle Herald . ca , Tara Deschamps - 2019-02-15 18:31

..."I remain deeply disappointed with government officials and **Waterfront Toronto** who, rather than looking after the public interest, have engaged in this anti-democratic charade for almost two years." Toronto Mayor John Tory did not respond to questions The Canadian Press sent him about whether he would support Sidewalk's proposal, but...

16/17 - [Evening Update: Trudeau attributes Wilson-Raybould demotion to Brison's exit](#)

Globe and Mail . com , Michael Snider - 2019-02-15 17:48

...backed company Sidewalk Labs, which is looking to develop parts of the Port Lands in partnership with **Waterfront Toronto**, revealed yesterday that in exchange for funding a light-rail transit line along the waterfront, the organization hopes to receive some of the profits generated from development fees and property taxes typically...

17/17 - [Sidewalk wants cut of property taxes, development fees for Toronto](#)

[project](#)

Toronto Sun . com - 2019-02-15 16:53

...backed company looking to develop a swath of the Port Lands known as Quayside in partnership with **Waterfront Toronto** revealed late Thursday that in exchange for funding a light rail transit line along the waterfront, the organization hopes to receive some of the profits generated from development charges and increased...

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*\* Query: "WATERFRONT TORONTO" OR "TORONTO WATERFRONT"*

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**From:** Edward Chalupka  
**To:** Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC); Hobbs, Joshua (INFC); adam.redish@ontario.ca; Wendy Ren (wendy.ren@ontario.ca); Cameron MacKay; MacGillivray, Lauren (MOT); David Stonehouse; Deborah Blackstone  
**Cc:** Andrew Tumilty; Cameron MacKay  
**Subject:** FW: National Observer story  
**Date:** February 15, 2019 1:22:40 PM  
**Attachments:** image002.png

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FYI – the National Observer Story I referenced yesterday was published within the last hour or so in the event you have not already seen it.

Ed

<https://www.nationalobserver.com/news>

## Alphabet's Sidewalk Labs was secretly considering big plans for Toronto neighbourhood

By [Fatima Syed](#) in [News](#), [Politics](#) | February 15th 2019



An artist's rendering of Google's Sidewalk Labs Toronto project. Provided by Sidewalk Labs

A sister company of Google has been secretly considering some ambitious plans for a Toronto neighbourhood on the city's entire eastern waterfront, as the technology giant sets its sights on tax revenues and development fees that would otherwise go into public funds, according to a leaked presentation.

The internal document obtained by *National Observer* provides stunning insight into the company's "asset manager-like approach" for a proposed smart city neighbourhood — the first of its kind in Canada and considered a blueprint for future urban development worldwide. The company, Sidewalk Labs, is a subsidiary of Google's parent company Alphabet Inc.

The internal 20-slide presentation — entitled "A Plan at Two Scales" and marked "proprietary and confidential" — raises new questions about the transparency of the company's planning process and the scope of development it is undertaking over public land and public funds.

The slides, which were presented to around 100 Alphabet employees in November 2018, illustrate Sidewalk Labs' intentions to develop over 100 acres of Toronto's Eastern



Waterfront — the initial Quayside development as well as the neighbouring Villiers Island (where Google plans to build its new Canadian headquarters) and the Keating Channel District.

The slides reveal a financial plan for the first time, showing a project that would give the Alphabet subsidiary significant power to collect funds that should be assisting Toronto's public policy, local infrastructure and urban planning. According to the presentation, Sidewalk Labs intends to generate revenue off of an additional 350 acres of waterfront property known as the Port Lands through the anticipated increase in land value and tax revenue once developers build there, and through the company's efforts to finance transportation and both vertical and horizontal development, according to the slides.



A map showing the scope of Sidewalk Labs' development on Toronto's eastern waterfront. Graphic by Sidewalk Labs

In a statement, the company confirmed that the internal plans were authentic, but out of date. It provided *National Observer* with an update of what it has in store for the neighbourhood. This includes:

- The construction of a tall-timber factory in Ontario to supply the new neighbourhood and others, creating an estimated 4,000 jobs in manufacturing, sawmill, transportation and logging.
- A proposal to help finance a light rail project on the waterfront, which the company says would bring this transportation option to life years ahead of schedule.
- The construction of 2,500 housing units, with 40 per cent being offered at prices below market, and half of which would be rental apartments in order to promote more affordable housing.

“We intend to undertake this development in tandem with local development partners, while recognizing that we will likely have to bear the primary risk for much of the innovation embedded into the plans,” Sidewalk Labs told *National Observer* in a statement, adding that it recognizes its “role as leaders in making that interaction happen – which is why we use the word ‘catalyst’ a lot. Catalysts drive change.”

## 'No way on God's green Earth'

But the internal plans, also [reported](#) on by *the Toronto Star*, have prompted a harsh reaction from Ontario Premier Doug Ford's government, elected in June last year. The provincial government has said that it is continuing to work on the project, in partnership with its federal and municipal partners and that it expects the company to respect the private data of citizens and taxpayer dollars.

But after being asked by *National Observer* to comment on details from the leaked presentation, one senior government official suggested that the company's plans would be dead on arrival.

"There is no way on God's green Earth that Premier Doug Ford would ever sign-off on handing away nearly 500 acres of prime waterfront property to a foreign multinational company that has been unable to reassure citizens their privacy and data will be protected," said the official, who asked not to be named.



Premier Doug Ford greets supporters after his swearing-in ceremony at Queen's Park on June 29, 2018. Photo by Alex Tétreault

The company and government partners, including Prime Minister Justin Trudeau, had together unveiled the project proposal with great fanfare in October 2017, touting it as a solution to problems such as urban sprawl and climate change. Its initial master plan offered a small data-driven, mixed-use urban neighbourhood, complete with automatic vehicle systems, climate control and robots. The proposed neighbourhood would be Sidewalk Labs' first city-building project.

But the proposal has been clouded in controversy for months over the company's plans to unduly collect "urban data" from areas in and around a 12-acre parcel of land known as the Quayside, on the shore of Lake Ontario.

Since then, the digital company has seen a number of notable experts disassociate from the project over privacy and transparency concerns, and Ontario's auditor general has slammed the project for being "rushed", saying that Waterfront Toronto — the agency created by all three levels of government to oversee the redevelopment of Toronto's shoreline — did not adequately report back to the city, provincial, and federal governments.

According to the presentation, the company will be "entitled to" the proceeds from the "vertical development," and "a share in the uptick in land value on the entire geography for

which Sidewalk is named ‘innovation manager’,” the presentation says.

Although Sidewalk Labs will not build in the Port Lands, it will actively encourage this development by financing light-rail transit through the area, as well as the creation of “horizontal infrastructure” such as a thermal grid and waste removal system, and in turn collect a share of developer charges and tax revenue.

An additional \$10 million in seed funding has been designated for an urban innovation institute, as has space for a factory for “modular tall timber buildings.” A new affordable housing trust has also been proposed as “a potential financing mechanism to leverage fund.”

It will “incorporate a capital light, asset manager-like approach to be good stewards of Alphabet’s capital,” according to the presentation, which will spread across approximately 500 acres of waterfront property set to house 90,000 residents.

These future revenues, based on the anticipated increase in land value once homes and offices are built on the derelict Port Lands, could be worth \$6 billion over the next 30 years, the *Toronto Star* [reported](#). It was not clear what share of total revenue Sidewalk was hoping or would be able to collect.

The expanded development and financial scope seen in the internal slides were not included in Sidewalk Labs’ initial public proposal.

But the presentation provides more perspective on the business opportunities and potential profits that would follow by creating “Alphabet’s capital.”

To achieve this, Sidewalk Labs self-designates itself as “Innovation Manager” in the presentation, allowing it to “set design and innovation guidelines for vertical and horizontal development, including a radical rezoning of the entirety of the area needed to achieve our economics (100% increase in density compared to City’s current plan).”

While noting that density “often means bad quality of life (dark streets, congestion, claustrophobic spaces, etc),” the presentation pitches a plan for a “radical mixed-use, human scale, generative design” that will create “more density, same great quality of life.”

## **Did Sidewalk Labs have 'weekly briefings' with all three levels of government?**

All of Sidewalk’s partners — Waterfront Toronto and the three levels of government — appeared to be caught off guard when asked about details of the company’s plans as they were described in the internal presentation. Asked to respond, each said they weren’t aware of the expanded scope and financial model seen in the presentation and were awaiting an updated draft of the project, originally due last fall, but now set to be unveiled in the spring of 2019.

In its statement to *National Observer*, Sidewalk said it was “hard at work completing” the full draft proposal and that “ultimately, it will be up to residents, Waterfront Toronto and all three levels of government to decide if it should go forward.”

The legwork to develop the details to sway public opinion positively can be seen in the presentation, which touts the company’s “substantive progress” and that it now knows

“enough to begin to frame a potential deal in Toronto.” The company said in its presentation that this progress was aided in large part by the creation of a development program, a financial model and “mapping each element to an informed understanding of the political landscape.”

“We now understand the order of magnitude capital required and what funding sources would be available given the program we are trying to implement,” the presentation says.

To illustrate this, the company details three slides of “key performance indicators,” nearly all of which have been met. These include the creation of an advisory council with over 80 senior representatives from across multiple sectors, and the initiation of conversations on the method the company will use to value the land — this, according to the presentation “is a critical component of the overall deal and will not be pre-negotiated.”

Many of the key performance indicators focus on the engagement the company has had with all three levels of government, Alphabet and Google. Broad conversations with Google and Alphabet are ongoing, according to the presentation, to figure out the location and scale of Google Canada’s headquarters, and the designs for much of the planned automated infrastructure has been shared with Alphabet's CEO Larry Page “for feedback.”



An artist's rendering shows plans for Google Canada headquarters. Provided by Sidewalk Labs

The presentation boasts “weekly briefings” with officials “from the three levels of government covering substantive pillar content” — a fact that all three levels of government were unable to confirm in communication with *National Observer*.

Don Peat, a spokesman for Toronto Mayor John Tory, said they “expect that Sidewalk's proposal will be made public soon so that it can be subject to public consultation and discussion, and consideration by Waterfront Toronto and City Council.”

In the presentation, the company advises its employees that advancing all of its formal agreements “will require more involvement from the City moving forward”.

Peat told *National Observer* in an email that it is the responsibility of all governments “to make sure the Quayside project is done in a healthy, transparent manner.”

Andrew Tumilty, a spokesman for Waterfront Toronto, said the organization had not seen the details highlighted in the presentation, and was looking forward to receiving a master plan

from Sidewalk Labs “which is expected to contain proposals for development plans, details on technology, design, and innovation, as well as a business case.”

But according to the presentation, the managements of Sidewalk Labs and Waterfront Toronto “are broadly aligned on land valuation methodology for Quayside, governance and procurement standard.”

Pierre-Yves Bourque, a spokesman for federal Infrastructure Minister François-Philippe Champagne, referred most inquiries to Waterfront Toronto, as it “manages this project on behalf of all three orders of government.” Bourque did say that officials at Infrastructure Canada “have not seen the detail outlined in your email and therefore we are not in a position to comment on its accuracy. We have not held regular meetings, weekly or otherwise.”

If this presentation is a reflection of the final development plan everyone is expecting from Sidewalk Labs in the next few months, Tumilty says they will ensure that it is evaluated on how it addresses the challenges of affordable housing, job creation, climate positive solutions, and new mobility and urban innovations.

“Waterfront Toronto will conduct an evaluation process that will involve external expert advisers and consultations with the general public,” Tumilty said. “Should the (plan) be approved, individual proposals will need to adhere to existing federal and provincial regulations, as well as municipal zoning and planning codes before any implementation can take place.”

## **'An affirmative narrative is needed'**

The presentation was shown to employees after several months of “internal chaos” that stemmed from an executive being unable to answer questions from local residents about the development’s finances and urban impact, according to two sources who declined to be identified discussing internal deliberations.

A spokesperson for the company, Keerthana Rang, disputed this version of events.

“Sidewalk Labs did make a presentation to our employees that was very well-received and generated widespread support and enthusiasm,” Rang told *National Observer* in an email. “Big, complicated projects take work and healthy debate is a natural part of that process.”

Waterfront Toronto was formed in 2002 and given the mandate (by provincial legislation) to redevelop some 2,500 acres of industrial land along Lake Ontario into mixed-use communities and public spaces.

The government agency is run by a 12-member board of directors, including a chair, to provide oversight, choose partners and approve projects and financial expenditures. Each level of government appoints four representatives and together they agree on a chair. If they don’t, the board chooses one.

By May 2018, the agency had received approximately \$2.4 billion combined from the three levels of government for the redevelopment, including a seven-year flood protection project that will see the Port Lands excavated and raised for long-term climate protection.



In October 2017, Sidewalk Labs won a competition to develop the Quayside area as a “smart city.” After much public consultation, in August 2018, an agreement was reached: a master plan would be provided and approved by Waterfront Toronto and all three levels of government in spring 2019.

In the meantime, Sidewalk Labs had set up shop in Toronto, even before an agreement was made. It opened an office that sought public engagement with the plan and related ideas. The company hired part-time facilitators to respond to the public's questions beginning in summer 2018, but few answers were provided to pass to the public, sources said.

“I think everyone was generally a bit confused. I don't think they really knew what their plan was,” one of the sources said in an interview. People were asking Sidewalk Labs’ Toronto employees how the development was being funded and what the business model looked like, but the American executive was unable to provide details, not even a map of the entire project for public consumption.

“We didn’t really know how the company works,” the source said. Employees were instructed to answer seemingly difficult questions by saying “it’s way above my pay grade.”

“There was a lot of tension,” the source said. The company would talk about winning people over with their employees, and finding ways to help Toronto residents understand the good they were trying to do, but things happened faster than details were finalized.

The presentation illustrates the company’s concerns with public opinion, showing the results of two polls the company carried out. A slide entitled “shaping public opinion” notes that “despite a steady beat of negative press, our key government, community, and waterfront advocates remain cautiously supportive — and public-opinion polling is mostly unchanged from six months ago.”

Sidewalk Labs put forward two questions to an unstated sample size to gauge public support. The first asked: “As you may have heard Waterfront Toronto, a government agency, has agreed to partner with Sidewalk Labs, an urban innovation company, to create a new district on the Eastern Waterfront. Do you support or oppose this project?”

In April 2018, 52 per cent of those sampled said they supported the project; 33 per cent responded “don’t know;” and, 15 per cent were opposed.

Six months later the numbers had barely moved: 53 per cent supported; 33 per cent said “don’t know;” and 14 per cent opposed.

The second question came in two parts:

“This project would create a new mixed-use neighbourhood and a new HQ for Google Canada on Toronto’s Eastern Waterfront. The project will combine forward-thinking urban design and new technology that will create a people-centred neighbourhood that would...

A) Improve quality of life and develop innovations to address the challenges facing Toronto.

(68 per cent supported this idea; 11 per cent said “don’t know;” and 21 per cent opposed)

B) Create thousands of new jobs and billions in new economic investment in the city.

(74 per cent supported this; 11 per cent said “don’t know;” 15 per cent opposed)

When asked, the company did not provide details of the sample size, methodology and location of the people polled. A spokesperson for Sidewalk Labs told *National Observer* that the presentation “was very well-received and generated widespread support and enthusiasm.”

“Big, complicated projects take work and healthy debate is a natural part of that process,” the spokesperson said.

In the presentation, Sidewalk Labs notes that “an affirmative narrative is needed—especially around investments in economic development.”

“The majority of the negative press coverage is rooted in an anti-global tech giant narrative being spun by former RIM co-founder Jim Balsillie and disseminated through the Canadian Council of Innovators,” the presentation states. “These efforts have also encouraged a nascent group of privacy and data governance advocates to join in the opposition narrative.”

“While these attacks have had limited impact on public opinion—according to quantitative polling data—they have changed the conversation among insiders, and could later have a cumulative effect on public views.”

“This underscore (sic) the need for us to provide more positive and concrete examples about the project’s benefits for Torontonians’ quality of life and economic opportunities so that the negative narratives do not go unanswered.”

**From:** Tippins, Shawn (INFC)  
**To:** Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC)  
**Cc:** INFC.O.IPI.admo-BSMA.IPI.O.INFC  
**Subject:** Meetings involving SWL  
**Date:** February 15, 2019 11:46:01 AM

Hi – Here's my list of meetings that I'm aware of that have involved INFC and SWL

**Non-public meetings:**

**2019**

Feb 25<sup>th</sup> - (MIN bilat with Doctoroff not yet taken place)

Jan 25<sup>th</sup> – DM bilat telcon (DM, G. Campbell & SWL Micah Lasher)

Jan 15<sup>th</sup> - MIDP deep-dive meeting (G. Campbell and INFC staff, WT, MOI, T.O., and SWL presenters)

**2018**

Dec 10<sup>th</sup> - MIDP deep-dive meeting (G. Campbell and INFC staff, SWL presenters - incl. Rohit Aggarwalla & Micah Lasher)

Oct 25<sup>th</sup> - Dan Doctoroff Dinner at ISED exec complex (DM participated)

Sept 6<sup>th</sup> – DM visit and tour of 307 Lakeshore Blvd east in T.O.

Jun 14<sup>th</sup> - “Quayside” Exec Steering Cttee telcon (G. Campbell, S. Tippins, along with WT, MOI, T.O., & SWL reps)

Jun 6<sup>th</sup> - MOI hosted large inter-ministerial telcon to introduce Quayside project (S. Tippins sat in on call; various gov't of ON and T.O. reps; WT and SWL presenters)

Apr 20<sup>th</sup> - “Quayside” Exec Steering Cttee telcon (DM, G. Campbell, G. Peets, along with WT, MOI, T.O., & SWL reps)

Apr 10<sup>th</sup> - G. Campbell and G. Peets outreach trip to T.O. (meeting with WT with Rohit Aggarwalla participating from NYC)

Mar 22<sup>nd</sup> - MIN Sohi bilat with Dan Doctoroff (cannot confirm if meeting actually took place, but it is registered)

**Public meetings** have included WT/SWL public roundtables and DSAP meetings in 2018 where SWL reps have made presentations and answered questions.

**Notifications on the federal lobbying registry (see table below):**

<b>Interaction</b>	<b>Context</b>
<b>Sidewalk Labs Employees, L.L.C.</b> In-house Corporation Designated Public Office Holders who participated in the	MIDP deep dive meeting hosted by WT



<p>communication:</p> <ul style="list-style-type: none"> <li>o <b>Glenn Campbell</b>, Assistant Deputy Minister   Infrastructure Canada</li> </ul> <p>Subject Matter of the communication: <b>Economic Development, Infrastructure</b></p> <p>Communication date: <b>2018-12-10</b></p> <p>Posted date: <b>2018-12-13</b></p> <p>Communication number: <b>361287-442080 *</b></p>	<p>No notes prepared in advance</p> <p>Meeting summary attached</p>
<p><b>Sidewalk Labs Employees, L.L.C.</b></p> <p>In-house Corporation</p> <p>Designated Public Office Holders who participated in the communication:</p> <ul style="list-style-type: none"> <li>o <b>Kelly Gillis</b>, Deputy Minister   Infrastructure Canada</li> </ul> <p>Subject Matter of the communication: <b>Economic Development, Infrastructure</b></p> <p>Communication date: <b>2018-12-07</b></p> <p>Posted date: <b>2018-12-16</b></p> <p>Communication number: <b>361287-442756 *</b></p>	<p>NIL for IPI</p> <p>Meeting had been scheduled but was cancelled</p>
<p><b>Sidewalk Labs Employees, L.L.C.</b></p> <p>In-house Corporation</p> <p>Designated Public Office Holders who participated in the communication:</p> <ul style="list-style-type: none"> <li>o <b>François-Philippe Champagne</b>, Minister of Infrastructure and Communities   House of Commons</li> </ul> <p>Subject Matter of the communication: <b>Economic Development, Infrastructure</b></p> <p>Communication date: <b>2018-12-06</b></p> <p>Posted date: <b>2018-12-16</b></p> <p>Communication number: <b>361287-442755 *</b></p>	<p>Briefing package prepared by IPI (<a href="#">G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\Memos\49205 - December 6 MIN meeting with Dan Doctoroff</a>)</p> <p>Need to check WEBCIMS for final version</p> <p>Need to ask MINO if any notes taken</p>
<p><b>Sidewalk Labs Employees, L.L.C.</b></p> <p>In-house Corporation</p> <p>Designated Public Office Holders who participated in the communication:</p> <ul style="list-style-type: none"> <li>o <b>Marco Mendicino</b>, Parliamentary Secretary to the Minister of Infrastructure and Communities   House of Commons</li> </ul> <p>Subject Matter of the communication: <b>Economic Development, Infrastructure</b></p> <p>Communication date: <b>2018-11-28</b></p> <p>Posted date: <b>2018-12-16</b></p> <p>Communication number: <b>361287-442750 *</b></p>	<p>Date of Port Lands groundbreaking ceremony which was attended by the Minister</p> <p>NIL for IPI - need to ask MINO if PS met separately with SWL and if any notes prepared/taken</p>
<p><b>Sidewalk Labs Employees, L.L.C.</b></p> <p>In-house Corporation</p> <p>Designated Public Office Holders who participated in the communication:</p> <ul style="list-style-type: none"> <li>o <b>Matthew Mendelsohn</b>, Deputy Secretary to the Cabinet   Privy Council Office (PCO)</li> <li>o <b>Parvinder Sachdeva</b>, Senior Policy Advisor   Innovation, Science and Economic Development Canada</li> <li>o <b>Ava Yaskiel</b>, Associate Deputy Minister   Finance Canada (FIN)</li> <li>o <b>Stephen Lucas</b>, Deputy Minister   Environment and Climate Change Canada</li> <li>o <b>Kelly Gillis</b>, Deputy Minister   Infrastructure Canada</li> <li>o <b>Paul Thompson</b>, Associate Deputy Minister   Innovation, Science and Economic Development Canada</li> <li>o <b>Philip Jennings</b>, Deputy Secretary to the Cabinet   Privy Council Office (PCO)</li> <li>o <b>Peter Wallace</b>, Secretary   Treasury Board Of Canada Secretariat (TBS)</li> <li>o <b>Eric Dagenais</b>, Assistant Deputy Minister   Innovation, Science and Economic Development Canada</li> <li>o <b>Siddika Mithani</b>, President   Public Health Agency of Canada (PHAC)</li> <li>o <b>Paul Halucha</b>, Assistant Deputy Minister   Innovation, Science and Economic Development Canada</li> </ul>	<p>Briefing package prepared by IPI:</p> <p><a href="#">G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\Memos\48906 - Oct 25 Doctoroff dinner</a></p> <p>Need to check WEBCIMS for final version</p> <p>Need to check with DMO for any notes taken</p>

<ul style="list-style-type: none"> <li>o <b>Graham Flack</b>, Deputy Minister   Employment and Social Development Canada (ESDC)</li> </ul> <p>Subject Matter of the communication: <b>Economic Development</b>  Communication date: <b>2018-10-25</b>  Posted date: <b>2018-10-30</b>  Communication number: <b>361287-436715 *</b></p>	
<p><b>Sidewalk Labs Employees, L.L.C.</b>  In-house Corporation  Designated Public Office Holders who participated in the communication:</p> <ul style="list-style-type: none"> <li>o <b>Marco Mendicino</b>, Parliamentary Secretary to the Minister of Infrastructure   House of Commons</li> </ul> <p>Subject Matter of the communication: <b>Economic Development</b>  Communication date: <b>2018-10-25</b>  Posted date: <b>2018-10-30</b>  Communication number: <b>361287-436712 *</b></p>	<p>Same date as ISED-hosted meeting with D. Doctoroff  NIL for IPI on separate package for PS – need to check with MINO</p>
<p><b>Sidewalk Labs Employees, L.L.C.</b>  In-house Corporation  Designated Public Office Holders who participated in the communication:</p> <ul style="list-style-type: none"> <li>o <b>Marco Mendicino</b>, Parliamentary Secretary to the Minister of Infrastructure   House of Commons</li> <li>o <b>Brook Simpson</b>, Press Secretary   Infrastructure Canada</li> </ul> <p>Subject Matter of the communication: <b>Economic Development</b>  Communication date: <b>2018-10-24</b>  Posted date: <b>2018-10-30</b>  Communication number: <b>361287-436710 *</b></p>	<p>One day prior to ISED-hosted meeting with D. Doctoroff  NIL for IPI – need to check with MINO</p>
<p><b>Sidewalk Labs Employees, L.L.C.</b>  In-house Corporation  Designated Public Office Holders who participated in the communication:</p> <ul style="list-style-type: none"> <li>o <b>Chike Agbasi</b>, Special Assistant, Ontario   Infrastructure Canada</li> <li>o <b>Sriram Raman</b>, Policy Advisor   Infrastructure Canada</li> </ul> <p>Subject Matter of the communication: <b>Economic Development</b>  Communication date: <b>2018-09-17</b>  Posted date: <b>2018-10-12</b>  Communication number: <b>361287-435374 *</b></p>	<p>NIL for IPI – need to check with MINO</p>
<p><b>Sidewalk Labs Employees, L.L.C.</b>  In-house Corporation  Designated Public Office Holders who participated in the communication:</p> <ul style="list-style-type: none"> <li>o <b>Yazmine Laroche</b>, Associate Deputy Minister   Infrastructure Canada</li> </ul> <p>Subject Matter of the communication: <b>Employment and Training</b>  Communication date: <b>2018-09-06</b>  Posted date: <b>2018-09-06</b>  Communication number: <b>361287-433140 *</b></p>	<p>NIL for IPI – need to check with DMO</p>
<p><b>Sidewalk Labs Employees, L.L.C.</b>  In-house Corporation  Designated Public Office Holders who participated in the communication:</p> <ul style="list-style-type: none"> <li>o <b>Kelly Gillis</b>, Deputy Minister   Innovation, Science and Economic Development Canada</li> <li>o <b>Brook Simpson</b>, Press Secretary   Infrastructure Canada</li> </ul> <p>Subject Matter of the communication: <b>Economic Development, Infrastructure</b>  Communication date: <b>2018-04-20</b>  Posted date: <b>2018-04-25</b>  Communication number: <b>361287-424691 *</b></p>	<p>NIL for IPI – need to check with DMO, SCC and POB  <a href="#">G:\OFFICE OF INFRASTRUCTURE OF CANADA\SMART CITIES\Memos\2018\SN for DM - Quayside Steering Committee Meeting Apr 20, 2018</a></p>
<p><b>Sidewalk Labs Employees LLC</b>  Consultant: <b>Joshua Sirefman</b>  Designated Public Office Holders who participated in the communication:</p>	<p>NIL for IPI – need to check with DMO, SCC and POB  <a href="#">G:\OFFICE OF INFRASTRUCTURE OF CANADA\SMART CITIES\Memos\2018\SN for DM -</a></p>

<ul style="list-style-type: none"> <li>o <b>Kelly Gillis</b>, Deputy Minister   Innovation, Science and Economic Development Canada</li> <li>o <b>Brook Simpson</b>, Press Secretary   Infrastructure Canada</li> </ul> <p>Subject Matter of the communication: <b>Economic Development, Infrastructure</b>  Communication date: <b>2018-04-20</b>  Posted date: <b>2018-04-25</b>  Communication number: <b>361295-424692 *</b></p>	<p><u><b>Quayside Steering Committee Meeting Apr 20, 2018</b></u></p>
<p><b>Sidewalk Labs Employees, L.L.C.</b>  In-house Corporation  Designated Public Office Holders who participated in the communication:</p> <ul style="list-style-type: none"> <li>o <b>Amarjeet Sohi</b>, Minister of Infrastructure   Infrastructure Canada</li> <li>o <b>Brook Simpson</b>, Director of Parliamentary Affairs and Issues   Infrastructure Canada</li> <li>o <b>Chike Agbasi</b>, Special Assistant   Infrastructure Canada</li> </ul> <p>Subject Matter of the communication: <b>Economic Development</b>  Communication date: <b>2018-03-22</b>  Posted date: <b>2018-04-03</b>  Communication number: <b>361287-422980 *</b></p>	<p>NIL for IPI – need to check with MINO, SCC and POB  <u><b>G:\OFFICE OF INFRASTRUCTURE OF CANADA\SMART CITIES\Memos\2018\CIMS# - SN for Minister - Doctoroff - Sidewalk Toronto - March 16, 2018.doc</b></u></p>
<p><b>Sidewalk Labs Employees, L.L.C.</b>  In-house Corporation  Designated Public Office Holders who participated in the communication:</p> <ul style="list-style-type: none"> <li>o <b>Amarjeet Sohi</b>, Minister of Infrastructure and Communities   House of Commons</li> <li>o <b>Navneet Khinda</b>, Policy Advisor   Infrastructure Canada</li> </ul> <p>Subject Matter of the communication: <b>Economic Development</b>  Communication date: <b>2017-10-27</b>  Posted date: <b>2017-12-22</b>  Communication number: <b>361287-417308 *</b></p>	<p>NIL for IPI – need to check with MINO, SCC and POB</p>

**From:** Faraday-Smith, Nancy (INFC)  
**To:** Campbell, Glenn (INFC)  
**Subject:** RE: Breakfast Television Toronto, Canadian Press & CNBC  
**Date:** February 15, 2019 11:02:33 AM

I just watched the BT clip. Will have to do so again to pull further details but mainly he spoke of

- focusing the build at Quayside (and maybe a little bit beyond)
- for any lands beyond, SWL seeking to be a catalyst for others to build
- Yes, SWL does wish to get a "reasonable return" on spending it believes would not occur if they weren't there to invest
- Mentioned plan will need multiple approvals
- Keen to see a very transparent process with lots of public engagement

Nancy

**From:** Campbell, Glenn (INFC)  
**Sent:** February 15, 2019 10:58 AM  
**To:** Faraday-Smith, Nancy (INFC)  
**Subject:** Fw: Breakfast Television Toronto, Canadian Press & CNBC  
 Glenn Campbell

613 941 0722 (w)

**From:** Kristina Verner <[KVerner@waterfrontoronto.ca](mailto:KVerner@waterfrontoronto.ca)>  
**Sent:** Friday, February 15, 2019 10:44 AM  
**To:** Campbell, Glenn (INFC)  
**Subject:** FW: Breakfast Television Toronto, Canadian Press & CNBC  
 See the top link for Breakfast TV

**From:** [REDACTED]  
**Sent:** Friday, February 15, 2019 9:23 AM  
**Subject:** Breakfast Television Toronto, Canadian Press & CNBC  
[Inside look at Google's Sidewalk Labs plans!](#)

Breakfast Television Toronto

February 15, 2019

Sidewalk Labs CEO, Dan Doctoroff is here to talk all about the Google project! He's answering questions about the expansion and sharing taxes with the city.

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**Sidewalk wants cut of property taxes and development fees for Quayside project**

The Canadian Press

February 15, 2019

TORONTO — The Alphabet Inc.-backed entity behind plans to build a high tech community in Toronto is proposing it receive a cut of developer fees and incremental property taxes associated with the project.

Sidewalk Labs has released documents showing that in return for developing the Quayside community, it intends to push for access to money the city would typically collect.

In a bid to get transit built years ahead of schedule, the documents also show that Sidewalk would help finance light rail transit in the area, but allow a public agency to operate it.

Sidewalk also hopes to move Google's Canadian headquarters to the nearby Villiers Island and says it will build an Ontario factory to supply tall timber for the community's construction,

potentially creating 4,000 new manufacturing, saw mill, logging and transportation jobs. Sidewalk has previously said it is hoping to find partners to develop the project with, but if the risks and needs associated with the project are too high for partners, it says it will take on developing the community and technologies itself.

The project has been marred in controversy for months with many criticizing Sidewalk and its Quayside partner Waterfront Toronto for a lack of information around the project, not committing to strict enough data collection policies and not addressing questions around the ownership of intellectual property.

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#### Alphabet's Sidewalk Labs wants a cut of Toronto taxes to build a smart city there

CNBC.com

Lauren Feiner

February 15, 2019

- Alphabet's Sidewalk Labs reportedly proposed receiving a cut of property taxes, development fees and increased land value for its work in Toronto.
- The company is planning to make Toronto's eastern waterfront into a smart city that will be more affordable and sustainable.
- Like with Amazon's HQ2 project, Sidewalk Labs has received backlash from locals who are worried about the company's perceived lack of transparency.

Alphabet's Sidewalk Labs proposed taking a portion of Toronto property taxes, development fees and increased land value to build a smart city on the eastern waterfront, [The Toronto Star reported](#).

According to internal documents obtained by the Star, Sidewalks Labs plans to argue it is "entitled to ... a share in the uptick in land value on the entire geography ... a share of developer charges and incremental tax revenue on all land."

This money, which would amount to an estimated \$6 billion over 30 years, would otherwise go to the city, according to the Star.

Sidewalk Labs, which aims to create more sustainable and affordable cities through technology, has received significant push back to its project in Toronto after initially being heralded as a catalyst for innovation. Similar to the push back [Amazon](#) received in New York City that ultimately led the company to decide to [abandon its plans there](#), local leaders have [questioned the company's intentions](#) and pressured it to make concessions.

After locals became concerned about how Sidewalk Labs would use the the data it collects on their public spaces, the company promised it won't control the data collected there, the Star [reported](#) in October 2018. Even after that promise, a prominent privacy expert on the project's advisory committee stepped down from her role, calling the proposal, "not acceptable," [the Star reported](#).

In an interview with the Star about the company's proposed funding, Sidewalk Labs CEO Dan Doctoroff said the company wants to take a fair cut of revenues once Toronto itself is prospering from the impact of its work.

"We're going to be spending a lot of money in advancing the infrastructure," Doctoroff told the Star. "And where we do that and there are new property tax revenues or developer charges, we only want to get paid back a reasonable return for our investment in that infrastructure."

Sidewalk Labs did not immediately respond to CNBC's request for comment.

In the Star interview, Doctoroff said Sidewalk Labs is pursuing projects that will benefit the public and are not otherwise being developed.

"This is a way of actually enabling critical infrastructure that isn't happening. What we hope to do is accelerate the development of this whole area by years and years," Doctoroff told the Star. He said Sidewalk Labs plans to finance projects that will further encourage development,

like an expansion of Toronto's light rail and waste removal. He assured The Star that when Sidewalk Labs finances the light rail expansion, it would still remain a public entity.

###



**From:** [Edward Chalupka](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [adam.redish@ontario.ca](mailto:adam.redish@ontario.ca); [Wendy Ren \(wendy.ren@ontario.ca\)](mailto:Wendy.Ren@ontario.ca); [David Stonehouse](#)  
**Cc:** [Cameron MacKay](#); [Meg Davis](#); [Kristina Verner](#); [Campbell, Glenn \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Subject:** RE: URGENT Time-sensitive media request from National Observer (Toronto)  
**Date:** February 14, 2019 5:20:23 PM  
**Attachments:** [image001.png](#)

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Nancy – Thanks for sharing.

Please find below our statement that will be released to the National Observer shortly.

Ed

**Thank you for your inquiry,**

**Waterfront Toronto has not seen the presentation materials referenced in your request, and cannot comment on internal discussions between Sidewalk Labs and Alphabet.**

**Waterfront Toronto looks forward to receiving the Maser Innovation Development (MIDP) from Sidewalk Labs which is expected to contain proposals for development plans, details on technology, design, and innovation, as well as a business case.**

**Waterfront Toronto's primary role in this process was to establish a set of goals and objectives for the project, and to ensure that the MIDP is consistent with the Request for Proposal's call for an innovation and funding partner.**

**The Quayside project is intended to address some of the most pressing urban challenges facing Toronto around affordable housing, job creation, climate positive, new mobility solutions, and urban innovations. Waterfront Toronto looks forward to evaluating how the MIDP proposes to address these challenges for the people of Toronto.**

**Once the MIDP is received, Waterfront Toronto will conduct an evaluation process that will involve external expert advisers and consultations with the general public.**

**Should the MIDP be approved, individual proposals will need to adhere to existing federal and provincial regulations, as well as municipal zoning and planning codes before any implementation can take place.**

---

**From:** Faraday-Smith, Nancy (INFC)

**Sent:** Thursday, February 14, 2019 5:09 PM

**To:** Edward Chalupka ; [adam.redish@ontario.ca](mailto:adam.redish@ontario.ca); Wendy Ren ([wendy.ren@ontario.ca](mailto:wendy.ren@ontario.ca)) ; David Stonehouse

**Cc:** Cameron MacKay ; Meg Davis ; Kristina Verner ; Campbell, Glenn (INFC) ; Tippins, Shawn (INFC)

**Subject:** RE: URGENT Time-sensitive media request from National Observer (Toronto)

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Thanks for sharing. For the information of all here, below is the DRAFT response that our MINO has prepared and is presumably moving through the system:

We are proud to be partnering with the City of Toronto and province of Ontario to invest more than \$1 billion in the flood mitigation and reclamation of the Toronto Waterfront. This investment is allowing for the redevelopment of this vital part of the city, and for Waterfront Toronto to partner with companies like Google to build the communities of tomorrow.

It is important to note that Waterfront Toronto manages this project on behalf of all three orders of government. They are the organization that independently ran the RFP process for the Quayside development and which interacts regularly with Sidewalk Labs in this capacity.

Sidewalk Labs and Waterfront Toronto are in the process of developing the Master Innovation and Development Plan (MIDP) for the project. We have not seen the detail outlined in your email and



therefore we are not in a position to comment on its accuracy. We have not held regular meetings, weekly or otherwise. For a full record of meetings, please see the [federal lobbyist registry](#). For all further questions on public consultation, the content of the forthcoming MIDP, permitting, or anything else, I encourage you to speak with Waterfront Toronto as they best positioned to provide detailed responses.

**From:** Edward Chalupka [REDACTED]@waterfronttoronto.ca]

**Sent:** February 14, 2019 2:06 PM

**To:** Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; adam.redish@ontario.ca; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>; Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>; David Stonehouse <David.Stonehouse@toronto.ca> [REDACTED]@toronto.ca [REDACTED]@toronto.ca; Jayne Naiman <jayne.Naiman@toronto.ca>

**Cc:** Cameron MacKay <CMacKay@waterfronttoronto.ca>; Meg Davis <MDavis@waterfronttoronto.ca>; Andrew Tumilty <ATumilty@waterfronttoronto.ca>; Carol Webb <CWebb@waterfronttoronto.ca>; Kristina Verner <KVerner@waterfronttoronto.ca>

**Subject:** URGENT Time-sensitive media request from National Observer (Toronto)

Hello All –

We have just been made aware that the Toronto Star and the National Observer are working on the same story with respect to a leaked SWL presentation given to the Alphabet Board from November of 2018. The Star is likely running their story tomorrow after 10am, while the National Observer will be posting the story online at 7pm tonight. The National Observer has reached out to Waterfront Toronto and Sidewalk Labs directly for comment, while the Star *has only reached out to Sidewalk Labs so far*.

Below are the key points to the story as we understand it now:

- Both outlets obtained internal documents from a presentation Sidewalk Labs gave to Alphabet in November of 2018
- The presentation indicates that the scope that Sidewalk Labs has in mind for the Quayside development extends beyond the Quayside area and covers a much larger part of the Designated Waterfront Area.
- The presentation highlights the various revenue streams which Sidewalk Labs anticipates coming from this project which include land value tax revenue
- Implementation of the proposal will require significant rezoning
- Sidewalk Labs commissioned public polling on the project
- There is internal conflict between Sidewalk Labs and Alphabet on this project, as well as a conflicted relationship between Waterfront Toronto and Sidewalk Labs

We understand that Sidewalk Labs plans to address a response to each of the two outlets.

Waterfront Toronto will respond to the National Observer with a statement. *The statement is currently being developed and we will share it once it is ready.*

Our statement will focus on the fact that we have not seen or are aware of any internal presentations between Sidewalk Labs and Alphabet. The statement will go on to focus on the process already in place to evaluate the coming proposal, emphasizing the feedback we receive from our government partners and the general public.

The statement will also highlight the fact that any proposals which may be approved will need to conform to existing federal and provincial regulations, and any exemptions to provincial and federal



regulations in addition to any municipal zoning or planning approvals would need to be approved by the appropriate order of government.

We will share the statement when it is ready but wanted to flag this for you as soon as possible.

Please also note that your respective comms team members have also been sent a similar email under sperate cover.

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 |   
  [@waterfronttoronto.ca](mailto:edward.chalupka@waterfronttoronto.ca) | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto

**From:** Redish, Adam (MOI)  
**To:** Faraday-Smith, Nancy (INFC); Edward Chalupka; Ren, Wendy (MOI); David Stonehouse  
**Cc:** Cameron MacKay; Meg Davis; Kristina Verner; Campbell, Glenn (INFC); Tippins, Shawn (INFC)  
**Subject:** RE: URGENT Time-sensitive media request from National Observer (Toronto)  
**Date:** February 14, 2019 5:11:14 PM  
**Attachments:** image001.png

Thx Nancy

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** February 14, 2019 5:09 PM  
**To:** Edward Chalupka ; Redish, Adam (MOI) ; Ren, Wendy (MOI) ; David Stonehouse  
**Cc:** Cameron MacKay ; Meg Davis ; Kristina Verner ; Campbell, Glenn (INFC) ; Tippins, Shawn (INFC)  
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It is important to note that Waterfront Toronto manages this project on behalf of all three orders of government. They are the organization that independently ran the RFP process for the Quayside development and which interacts regularly with Sidewalk Labs in this capacity.

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**Sent:** February 14, 2019 2:06 PM  
**To:** Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; adam.redish@ontario.ca; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>; Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; [REDACTED]@toronto.ca [REDACTED]@toronto.ca; Jayne Naiman <Jayne.Naiman@toronto.ca>  
**Cc:** Cameron MacKay <CMacKay@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>; Andrew Tumilty <ATumilty@waterfrontoronto.ca>; Carol Webb <CWebb@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>  
**Subject:** URGENT Time-sensitive media request from National Observer (Toronto)

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Please also note that your respective comms team members have also been sent a similar email under separate cover.

Ed

edward.chalunka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [edward.chalunka@waterfronttoronto.ca](mailto:edward.chalunka@waterfronttoronto.ca) | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Subject:** Fw: Time-sensitive request from National Observer  
**Date:** February 14, 2019 4:38:03 PM

---

Glenn Campbell

[REDACTED]

613 941 0722 (w)

---

**From:** Simpson, Brook (INFC)  
**Sent:** Thursday, February 14, 2019 3:41 PM  
**To:** Marchildon, Caroline (INFC); Campbell, Glenn (INFC)  
**Cc:** Bourque, Pierre-Yves (INFC); INFC.F DM Office / Bureau du SM F.INFC  
**Subject:** RE: Time-sensitive request from National Observer

---

Sorry, adding PY and DM list.

---

**From:** Simpson, Brook (INFC)  
**Sent:** February-14-19 3:41 PM  
**To:** Marchildon, Caroline (INFC) ; Campbell, Glenn (INFC)  
**Subject:** FW: Time-sensitive request from National Observer  
FYI – This is our response being sent:

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Début du message transféré :

**Expéditeur:** [REDACTED]  
**Date:** 14 février 2019 à 11:24:13 HNP  
**Destinataire:** [ann-clara.vaillancourt@canada.ca](mailto:ann-clara.vaillancourt@canada.ca)  
**Cc:** "Ahmad, Cameron" <[cameron.ahmad@pmo-cpm.gc.ca](mailto:cameron.ahmad@pmo-cpm.gc.ca)>  
**Objet:** Time-sensitive request from National Observer

Hi Ann-Clara and Cameron,  
Hope you're both well!  
I'm reaching out because we have obtained an internal Sidewalk Labs presentation that explains in detail the development and business plan for the development in Toronto's Eastern Waterfront, which illustrate a plan that is much larger in scale

and scope from what Sidewalk Labs has said about the project in public thus far. According to this presentation, the development would stretch from the Quayside to the Portlands, amounting to 491 acres designed for a population 90,000 strong.

The presentation explores, among the several things, the following things:

- That Sidewalk Labs considers itself to be an "essential catalyst" that will adopt an asset manager-like approach "to be good stewards of Alphabet's capital."
- That to achieve this, Sidewalk Labs has designated itself as an "innovation manager" for the entire Eastern Waterfront property, for which it will set the guidelines for both vertical and horizontal development, which will include rezoning the entirety of the land needed for this project.
- That this project will see a 100 per cent increase in density compared to the City's current plan.
- That, the development area for Sidewalk Labs now extends beyond just the Quayside property and now includes Villiers Island and the Keating Channel District (altogether, over 100 acres of the Waterfront).
- That Sidewalk Labs intends to make revenue through incremental land value, tax revenue and a share of development charges on this land.
- That Sidewalk Labs will be actively involved in the creation of an LRT system leading from the smart city to downtown Toronto.
- That approximately 2,500 jobs will be created on the Eastern Waterfront over 10 years.
- That Sidewalk Labs will create 40 per cent affordable housing on this property that includes public participation, but also the creation of a trust to help leverage funds for the company
- That the property will include a factory for "modular tall timber buildings."
- That the company will be entitled to the proceeds from vertical development.
- That the company will finance the horizontal infrastructure.
- That Sidewalk Labs has a financial model which includes real estate and market assumptions but not the infrastructure system of the project.
- That the company had had weekly briefings with officials from all three levels of government.
- That conversations on land value methodology has begun, and an advisory council with over 80 senior representatives from across multiple sectors has been created.
- That it was looking to have more conversations with Google and Alphabet executives about the location and scale of the Google Headquarters in this plan.
- That it was partnering with RBC to develop privacy preserving identity technology.
- That Sidewalk Labs conducted two public opinion polls, one in April and the other in November 2018, to support for the development.

My questions for the Minister's office are listed below:

1. Are the details listed above, in terms of the size, scope and finances of the project, accurate? Has the Minister been informed of these details?
2. If so, why have these details not been released for public consultation?

3. Has the Minister, or anyone in the federal government, had weekly meetings with Sidewalk Labs as indicated in its internal presentation?
4. To your knowledge, has Sidewalk Labs obtained the proper permits and done the extensive consultation and engagement with the urban planning and governance regulations in the city of Toronto and province of Ontario to build this smart city?
5. Is the Minister aware of the financing model detailed in this plan, which includes incremental land value, tax revenue and development charges?
6. Is the Minister expecting a spring 2019 update, as previously stated by Sidewalk Labs? Is there a date set for this?
7. Any other information or comment you can provide on the federal government's relationship and interactions with Sidewalk Labs in the last couple of months?

Please note, we will be running this story tonight at 9 pm EST, and hope to receive your responses before then. You can reach me at [REDACTED] should you have any questions or concerns.

Thank you,

--

[REDACTED]

National Observer

[www.nationalobserver.com](http://www.nationalobserver.com)

[REDACTED]

**From:** [Civic Labs](#)  
**Subject:** Civic Lab Rescheduled to March 4  
**Date:** February 13, 2019 8:32:16 AM  
**Attachments:** [image001.png](#)

---

ATIA - 19(1)

Good morning,

This is another follow up reminder that today's Civic Lab on Civic Digital Trusts is being **rescheduled due to current weather conditions**.

Many of our presenters and participants were travelling to Toronto and we are mindful of their ability to get here safely.

The meeting will now be held on **March 4, 2019**.

More details will be shared.

Thanks for your understanding.

Louroz

Louroz Mercader | Communications and Public Engagement Manager | **Waterfront Toronto** | 1310-20 Bay Street |  
Toronto ON M5J 2N8 [REDACTED] [@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca) | [waterfronttoronto.ca](http://waterfronttoronto.ca)



**WATERFRONT**Toronto

**From:** Campbell, Glenn (INFC)  
**To:** Faraday-Smith, Nancy (INFC); Nassif, Marie-Pier (INFC)  
**Subject:** Fw: Chief Laforme - Chief of the Mississaugas of New Credit  
**Date:** February 11, 2019 9:37:29 AM

---

See below. Assume this is related to Portlands.

Glenn Campbell  
[REDACTED]

613 941 0722 (w)

---

**From:** Simpson, Brook (INFC)  
**Sent:** Monday, February 11, 2019 9:34 AM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Agbasi, Chike (INFC); Bélanger4, Mathieu (INFC)  
**Subject:** Chief Laforme - Chief of the Mississaugas of New Credit

---

Good morning,

Our colleagues at CIRNA put us in touch with the Chief relating to Waterfront Toronto and the plan for an MOU. [REDACTED]

[REDACTED] Would that be helpful to you and is this something you are engaged on?

We can chat in person if you're around today.

Thanks,

Brook

**Brook Simpson**

Director of Issues Management and Parliamentary Affairs  
Directeur de la gestion des enjeux et des affaires parlementaires  
Minister of Infrastructure and Communities  
Ministre de l'Infrastructure et des Collectivités  
Government of Canada – Gouvernement du Canada  
[brook.simpson@canada.ca](mailto:brook.simpson@canada.ca)  
tel: 613-219-0149



**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Simpson, Brook \(INFC\)](#)  
**Cc:** [Agbasi, Chike \(INFC\)](#); [Bélanger4, Mathieu \(INFC\)](#)  
**Subject:** Re: Chief Laforme - Chief of the Mississaugas of New Credit  
**Date:** February 11, 2019 9:36:54 AM

---

I will follow up with my colleagues in POB, as recall this was related to Portlands project specifically.

Glenn Campbell  
[REDACTED]

613 941 0722 (w)

---

**From:** Simpson, Brook (INFC)  
**Sent:** Monday, February 11, 2019 9:34 AM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Agbasi, Chike (INFC); Bélanger4, Mathieu (INFC)  
**Subject:** Chief Laforme - Chief of the Mississaugas of New Credit

---

Good morning,

Our colleagues at CIRNA put us in touch with the Chief relating to Waterfront Toronto and the plan for an MOU [REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED] Would that be helpful to you and is this something you are engaged on?

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Brook

**Brook Simpson**

Director of Issues Management and Parliamentary Affairs  
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Government of Canada – Gouvernement du Canada  
[brook.simpson@canada.ca](mailto:brook.simpson@canada.ca)  
tel: 613-219-0149

**From:** [Marchildon, Caroline \(INFC\)](#)  
**To:** [Tam2, Pauline \(INFC\)](#); [Bertrand3, Nathalie \(INFC\)](#); [Wronski, Michael \(INFC\)](#); [Fortin3, Marc \(INFC\)](#); [Geerts, Line \(INFC\)](#); [Gillis, Kelly \(INFC\)](#); [Eyre, Jennifer \(INFC\)](#); [Campbell, Glenn \(INFC\)](#); [Peets, Gerard \(INFC\)](#); [Douglas, Caroline \(INFC\)](#); [Trépanier, Isabelle \(INFC\)](#)  
**Cc:** [Hobbs, Joshua \(INFC\)](#); [Proulx, Isabelle \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Subject:** Fwd: Smart Cities  
**Date:** February 9, 2019 8:42:16 AM

---

FYI - National Post interview with Minister Bains on upcoming report - Building a Nation of Innovators. Of interest - Sidewalk Labs and data privacy. Thank you.

Caroline

Sent from my iPhone

Begin forwarded message:

**From:** [ps.donotreply-newsdesk-infomedia-nepasrepondre.sp@canada.ca](mailto:ps.donotreply-newsdesk-infomedia-nepasrepondre.sp@canada.ca)  
**Date:** February 9, 2019 at 5:30:25 AM GMT-5  
**To:** [lama.khodr@canada.ca](mailto:lama.khodr@canada.ca), [caroline.marchildon@canada.ca](mailto:caroline.marchildon@canada.ca), [michael.wronski@canada.ca](mailto:michael.wronski@canada.ca), [kelly.gillis@canada.ca](mailto:kelly.gillis@canada.ca), [jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca), [jen.powroz@canada.ca](mailto:jen.powroz@canada.ca)  
**Subject:** Smart Cities

1/1 - [The race to future-proof the economy](#)

National Post . com - 2019-02-09 05:21

...That was something that when it was announced in 2017 was really us taking a global leadership role and doing something interesting: building a **smart city** project affiliated with Google on Toronto's waterfront. Since then, there have been resignations, privacy concerns and a significant backlash. Does the government need to...

---

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*\* Saved Search: [Link](#) | Recherche enregistrée: [Lien](#)*

*\* Query: "SMART CITIES" OR "VILLES INTELLIGENTES"*

*\* Alerts are limited to 100 articles maximum | Maximum de 100 articles par alertes*

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**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Zewede, Heywet \(IC\)](#)  
**Cc:** [INFC.O IPI.admo-BSMA.IPI O.INFC](#); [Tippins, Shawn \(INFC\)](#)  
**Subject:** RE: REVISED DAC DECK  
**Date:** February 5, 2019 2:28:00 PM  
**Attachments:** [image001.png](#)

---

Ok

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** February 5, 2019 11:11 AM  
**To:** Zewede, Heywet (INFC) ; Campbell, Glenn (INFC)  
**Cc:** INFC.O IPI.admo-BSMA.IPI O.INFC ; Tippins, Shawn (INFC)  
**Subject:** RE: REVISED DAC DECK  
**Importance:** High

Once approved this will have to go asap to Isabelle Trépanier and Russell Thibedeau, one of her supporting officers. If it happens while I'm in flight I won't be of much help ☺

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** February 4, 2019 4:23 PM  
**To:** Zewede, Heywet (INFC) <[heywet.zewede@canada.ca](mailto:heywet.zewede@canada.ca)>; Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>  
**Cc:** INFC.O IPI.admo-BSMA.IPI O.INFC <[infc.ipi.admo-bsma.ipi.infc@canada.ca](mailto:infc.ipi.admo-bsma.ipi.infc@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>  
**Subject:** REVISED DAC DECK  
**Importance:** High

Glenn / Heywet –  
Attached is the revised DAC deck (also saved here: [G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\TWRI Placemat and decks\DAC WT and Quayside Update.ppt](#)). The end slide that had the real substantive changes now reads as follows:  
Can this go to Isabelle Trépanier and team?

## Overall Opportunities / Risks

- Over the next five years, Waterfront Toronto will manage a portfolio of projects that represent a significant phase in the revitalization of Toronto's waterfront
- INFC working with government partners to ensure Waterfront continues to be effectively and responsibly managed and governed
  - Supporting Waterfront's independent Board of Directors in oversight role
  - Coordinating with governments on shared investments, other interests/issues
- For Quayside, public/stakeholder focus on use of technology, data governance and privacy will continue to play out; however, MIDP more than just a data play
- Other interesting and relevant issues may come out of MIDP with respect to infrastructure planning, funding and finance
- Will be important to manage / prioritize funding pressures facing INFC and other federal departments should any MIDP proposals be adopted

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Simpson, Brook \(INFC\)](#)  
**Cc:** [Douglas, Caroline \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#)  
**Subject:** Re: WT process  
**Date:** February 5, 2019 11:49:32 AM

---

Glenn Campbell  
  
613 941 0722 (w)

---

**From:** Simpson, Brook (INFC)  
**Sent:** Monday, February 4, 2019 8:11 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Douglas, Caroline (INFC); Faraday-Smith, Nancy (INFC)  
**Subject:** Re: WT process

---

Thank you

Sent from my iPhone

On Feb 4, 2019, at 8:04 PM, Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)> wrote:

Brook,



In the case of the federal government, the appointment of the chair is a Ministerial appointment which is communicated to the **appointee and to the Board**.

Glenn

---

**From:** Simpson, Brook (INFC)  
**Sent:** February 4, 2019 3:06 PM  
**To:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>  
**Subject:** WT process

Can you let me know when you have a confirmed answer on federal process for Board Chair?



**Brook Simpson**

Director of Issues Management and Parliamentary Affairs  
Directeur de la gestion des enjeux et des affaires parlementaires  
Minister of Infrastructure and Communities  
Ministre de l'Infrastructure et des Collectivités  
Government of Canada – Gouvernement du Canada  
[brook.simpson@canada.ca](mailto:brook.simpson@canada.ca)  
tel: 613-219-0149

**From:** Faraday-Smith, Nancy (INFC)  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC)  
**Subject:** FW: Star inquiry re: Mattamy - Alternative Bid to SWL  
**Date:** February 5, 2019 11:22:33 AM  
**Attachments:** image001.png

Glenn –

FYI only below. [REDACTED] from the Star has asked WT to confirm if they were in discussions with Mattamy re: the Quayside RFP. They were not and never have been. Will let you know if anything else transpires.

**From:** Hobbs, Joshua (INFC)  
**Sent:** February 5, 2019 10:48 AM  
**To:** Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC)  
**Cc:** Nassif, Marie-Pier (INFC) ; Coffin, Erin (INFC) ; MacFarlane, Shainah (INFC)  
**Subject:** FW: Star inquiry re: Mattamy - Alternative Bid to SWL

Hi Nancy and Shawn,

Sharing with you as FYI – see below. The media monitoring team will watch for this story and will include in the clippings packages.

Thanks!

Josh

**From:** Cameron MacKay [<mailto:CMacKay@waterfrontoronto.ca>]  
**Sent:** February 5, 2019 10:44 AM  
**To:** Sousa-Dias, Sofia (MOI) <[sofia.sousa-dias@ontario.ca](mailto:sofia.sousa-dias@ontario.ca)>; MacGillivray, Lauren (MOI) <[lauren.macgillivray@ontario.ca](mailto:lauren.macgillivray@ontario.ca)>; Don Peat <[Don.Peat@toronto.ca](mailto:Don.Peat@toronto.ca)>; Hobbs, Joshua (INFC) <[joshua.hobbs@canada.ca](mailto:joshua.hobbs@canada.ca)>; [REDACTED] <[\[REDACTED\]@toronto.ca](mailto:[REDACTED]@toronto.ca)>; 'Greenberg, Lee (MOI)' <[Lee.Greenberg@ontario.ca](mailto:Lee.Greenberg@ontario.ca)>  
**Cc:** Andrew Tumilty <[ATumilty@waterfrontoronto.ca](mailto:ATumilty@waterfrontoronto.ca)>  
**Subject:** Star inquiry re: Mattamy - Alternative Bid to SWL

Hi,

Just writing to let you know that, in addition to the CP media inquiries of Friday which some received, [REDACTED] from the Star has just asked WT to confirm if we were in discussions with Mattamy—which we are not and never have been. Don't know where this story is coming from (or going) but some may have seen David Crane's [piece](#) in IT World Canada that references the Mattamy response to WT's 2017 Quayside RFP:

*There was a Canadian alternative to Sidewalk Labs which was rejected by Waterfront Toronto. Led by Peter Gilgan, the owner of Mattamy Homes, and which included OMERS and Manulife Financial, its bid was quickly thrown together in the extraordinarily narrow window of six weeks that Waterfront Toronto gave would-be bidders. Sidewalk Labs, however, had been working on its bid for months, in close consultation with Waterfront Toronto. So the initial choice of Sidewalk Labs was never really in doubt.*

I let [REDACTED] know that we haven't had any discussions with Mattamy and will let you know if there are any follow on questions.

Best,

Cameron

cameron mackay | vice president, strategic communications and engagement | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | +1 (416) 640.8499 | [cmackay@waterfrontoronto.ca](mailto:cmackay@waterfrontoronto.ca) | [www.waterfrontoronto.ca](http://www.waterfrontoronto.ca)





**WATERFRONT**Toronto

ATIA - 20(1)(b)

ATIA - 21(1)(a)

ATIA - 20(1)(c)

ATIA - 21(1)(b)

ATIA - 20(1)(d)

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Subject:** RE: Summary of Weekly WT Call  
**Date:** February 4, 2019 7:42:00 PM

---

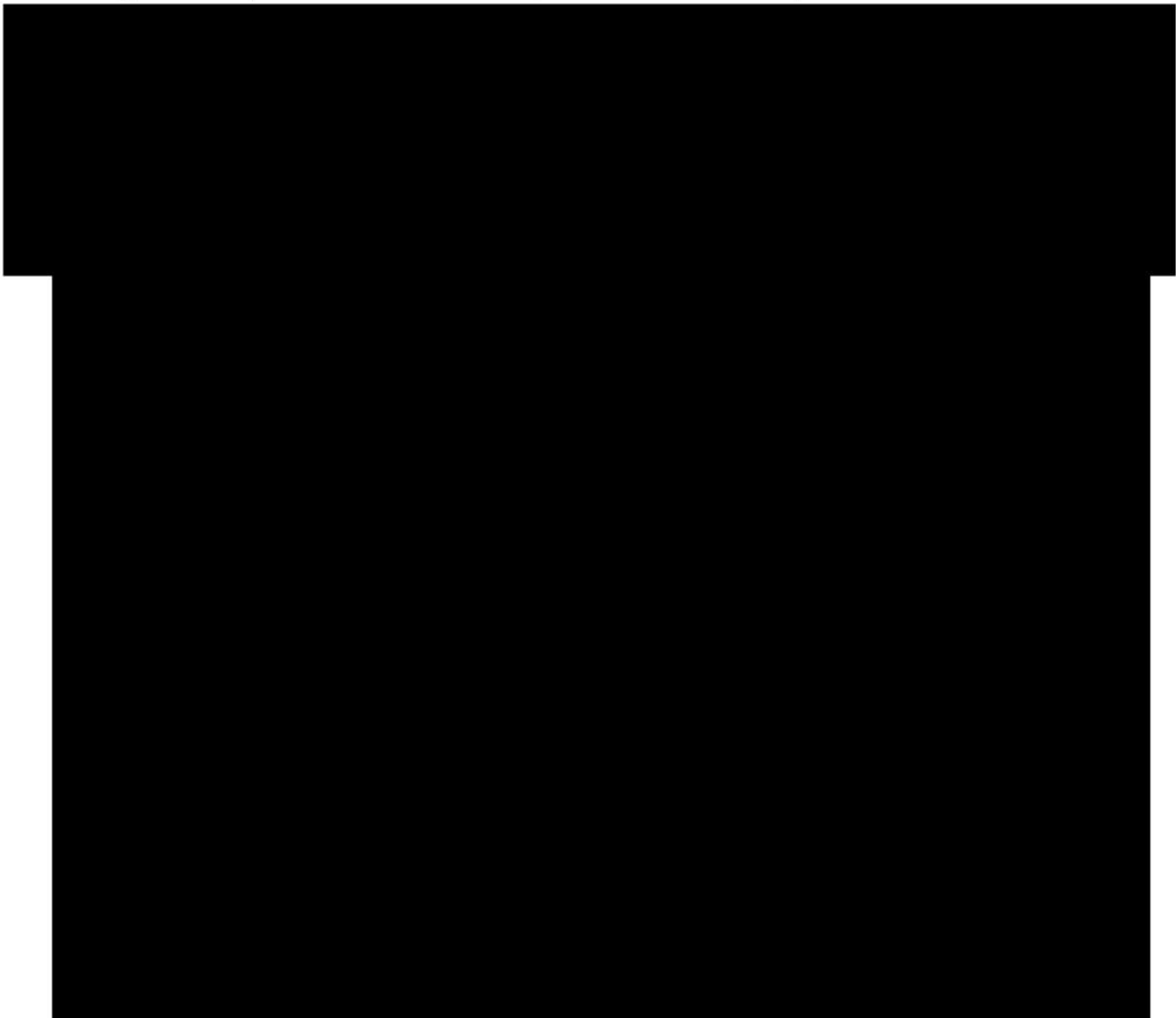
Thanks – I want to explore more the contents of SWL deck – which I see was dated December and shared with the city?

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** February 4, 2019 2:50 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC) ; INFC.O IPI.admo-BSMA.IPI O.INFC  
**Subject:** Summary of Weekly WT Call

Glenn –

Here are key highlights from the discussion today with WT (Meg, Kristina, Kevin Green and Ed). I'll bring you hard copies of the attached materials, which Ed sent earlier today.



[REDACTED]

Let me know if any questions,

Nancy

---

**From:** Edward Chalupka [REDACTED]@waterfrontoronto.ca]

**Sent:** February 4, 2019 11:36 AM

**To:** Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>

**Cc:** Campbell, Glenn (INFC) <glenn.campbell@canada.ca>

**Subject:** FW: Content for this afternoon's meeting

Nancy –

I wanted to confirm that we are still on for our call at 1 this afternoon.

We have two items we wanted to discuss. The first is a quick discussion regarding our invitation to appear before the standing committee and the second is to walk you through a draft and confidential deck that pertains to Volume 3. We are starting to see the evolution of the business case and want to discuss the first attachment which is WT's analysis and overview of the business case as it stands thus far.

The second attachment, FYI, is a confidential deck that was presented to the City a couple of weeks ago.

Ed

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Simpson, Brook \(INFC\)](#)  
**Subject:** Fw: Follow up re WFT chair  
**Date:** February 1, 2019 9:20:15 PM

Brook, see below



Happy to discuss anytime as well.

Glenn Campbell



613 941 0722 (w)

---

**From:** Campbell, Glenn (INFC)  
**Sent:** Thursday, January 31, 2019 10:07 PM  
**To:** Gillis, Kelly (INFC)  
**Cc:** Eyre, Jennifer (INFC)  
**Subject:** Follow up re WFT chair

---

Kelly, as a follow up to recent discussion with federal board member and acting Chair, Janet Rieksts-Alderdmann, she has indicated an apparent movement on Board to make Stephen Diamond, permanent chair.

He is an existing city appointed board member since 2016, and would be agreeable to taking on this role, pending support from current board as well as 3 orders of government. According to Janet, rather than just have board move to appoint one of members to be chair, as done for previous chair, recommendation from board is to use the vacant and formal chair position that requires express concurrence and confidence from all governments.



Glenn

## Bio

### Stephen Diamond

***Appointed by the City of Toronto in April 2016.***

Stephen Diamond is President and CEO of DiamondCorp, a Toronto based real estate development company and manager of the Whitecastle New Urban Fund 1, 2, and 3. Collectively the company has been involved in the creation of over 12,000 residential units and in excess of 11 million square feet of residential, office and retail gross floor area under development in the Greater Toronto Area.

Mr. Diamond has established a reputation for creating value for investors, while delivering well designed, innovative residential and mixed use developments. Prior to the creation of DiamondCorp, Mr. Diamond served as partner at the law firm McCarthy Tetrault where he was head of the Municipal Law and Planning Group.

Mr. Diamond currently sits on the Board of Directors of Sunnybrook Hospital, the Partnership to Advance Youth Employment [PAYE] and is a Director of the Jewish Foundation Board of Trustees. He also sits on the Advisory Council for the Board of Trade, Ryerson City Building Institute, ULI Advisory Board and City of Toronto Youth Advisory Panel.

## Background

The three orders of government each appoint four representatives to our Board of Directors. The Board helps ensure that our revitalization mandate is delivered in an accountable, transparent manner.

Our current Board is made up of 12 members and a Chair who have a wide range of expertise that encompasses areas such as law, residential and commercial real estate, accounting and tax, investment and finance, environmental management, not-for-profit and public-sector organizations, public companies, entrepreneurship, urban planning and information technology.

The Toronto Waterfront Revitalization Corporation Act, 2002 sets out the authorities and accountabilities of the corporation. By-Law No. 1, being the general by-law of the Corporation which governs Board activities.

## board members

### serving on our board

Waterfront Toronto's Board of Directors is composed of 12 Board members (4 each appointed by the Government of Canada, the Province of Ontario and the City of Toronto) and a Chair, jointly appointed by the three orders of government. Our board members include:

- Helen Burstyn \*
- Mohamed Dhanani
- Stephen Diamond
- Susie Henderson
- Meric Gertler \*
- Janet Rieksts-Alderman (Acting Chair)
- Sevaun Palvetzian
- Mazyar Mortazavi
- Jeanhy Shim
- Michael Nobrega \*
- Joe Cressy

*\* Please note: These directors are appointed by the Province of Ontario and the Province is currently in the process of appointing new directors.*

Glenn Campbell



613 941 0722 (w)

ATIA - 14

ATIA - 16(2)

ATIA - 13(1)(c)

ATIA - 13(1)(d)

**From:** Campbell, Glenn (INFC)  
**To:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)  
**Subject:** Fw: Follow up re WFT chair  
**Date:** January 31, 2019 10:30:54 PM

---

Glenn Campbell

613 941 0722 (w)

---

**From:** Gillis, Kelly (INFC)  
**Sent:** Thursday, January 31, 2019 10:18 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Eyre, Jennifer (INFC)  
**Subject:** Re: Follow up re WFT chair

---

Thanks - will forward to Joe so you can discuss when you meet tomorrow.

Sent from my BlackBerry 10 smartphone on the Rogers network.

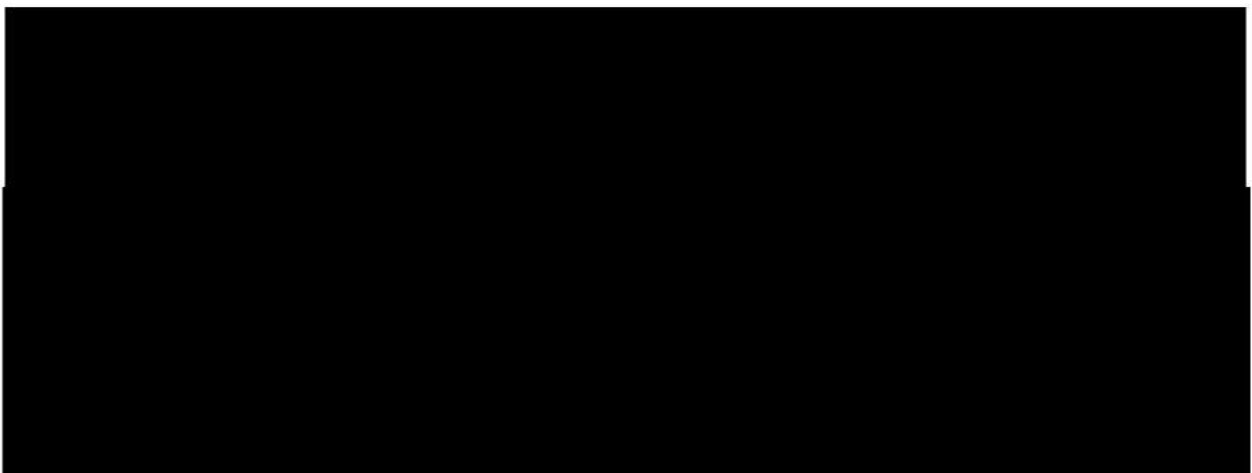
---

**From:** Campbell, Glenn (INFC)  
**Sent:** Thursday, January 31, 2019 10:07 PM  
**To:** Gillis, Kelly (INFC)  
**Cc:** Eyre, Jennifer (INFC)  
**Subject:** Follow up re WFT chair

---

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- Meric Gertler \*
- Janet Rieksts-Alderman (Acting Chair)
- Sevaun Palvetzian
- Mazyar Mortazavi
- Jeanhy Shim



- Michael Nobrega \*
- Joe Cressy

*\* Please note: These directors are appointed by the Province of Ontario and the Province is currently in the process of appointing new directors.*

Glenn Campbell

[REDACTED]

613 941 0722 (w)

**From:** [Tippins, Shawn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Campbell, Glenn \(INFC\)](#)  
**Subject:** Article on the Waterfront BIA report on Eastern Waterfront LRT  
**Date:** January 31, 2019 10:49:17 AM

---

Hi – Ed gave us an advance heads-up that the Waterfront BIA was going to release an Economic Impact Study on Accelerating the Implementation of Toronto Waterfront East LRT. The article below reports on the release of the report, noting that the Line was not included in projects funded by the provincial and federal governments last year and that Sidewalk Labs has described the LRT as "critical to the future and success" of the Quayside project. Council voted in 2016 to designate the Waterfront LRT as one of the city's priority projects eligible for federal funding, along with the relief line, Eglinton East LRT, and Mayor John Tory's SmartTrack plan. Although the provincial and federal governments last year announced \$9 billion in combined funding for Toronto transit projects, there is not yet a formal agreement to fund the Waterfront LRT. City and provincial leaders have expended much more energy championing other projects council has endorsed, raising the possibility the waterfront project will be pushed to the back of the line. In the run-up to the June 2018 provincial election, the now-governing Progressive Conservatives were the only party not to make a specific pledge to fund the line. Mike Winterburn, a spokesperson for Transportation Minister Jeff Yurek, said Tuesday the province is aware the city is working on a final design for waterfront transit, but has not yet "formally requested provincial funding." "Should the province receive a funding request, the business case would be considered in the context of other provincial infrastructure and budget priorities."

[Delaying Toronto waterfront LRT would cost billions: report](#)

wellandtribune.ca - 2019-01-31 09:19 (EST)

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Trépanier, Isabelle \(INFC\)](#)  
**Cc:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Subject:** RE: Waterfront Toronto at February 8th DAC Teleconference  
**Date:** January 29, 2019 5:49:00 PM

---

Nancy please work with Isabelle on DAC  
Glenn


---

**From:** Trépanier, Isabelle (INFC)  
**Sent:** January 29, 2019 5:22 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** Waterfront Toronto at February 8th DAC Teleconference

Hi Glenn,

As attempts to connect in person or via phone have not been successful, I'm going to try the email route, even though it might mean some back and forth.

As mentioned last week, I had provided a heads-up at Ops in December that DAC members wanted a discussion around a few topics.



I hope this is helpful, and please confirm who would be available from your team to do a "Waterfront Toronto 101" presentation at the teleconference.

Isabelle

Isabelle Trépanier

Chief Audit and Evaluation Executive | Dirigeante principale de la vérification et de l'évaluation  
Infrastructure Canada

180 Kent St. Ottawa, ON K1P 0B6 | 180, rue Kent, Ottawa, ON K1P 0B6

[isabelle.trepanier@infc.gc.ca](mailto:isabelle.trepanier@infc.gc.ca)

Telephone | Téléphone 613-954-4879

Facsimile | Télécopieur 613-941-5050  
Government of Canada | Gouvernement du Canada  
[www.infrastructure.gc.ca](http://www.infrastructure.gc.ca)

**From:** Campbell, Glenn (INFC)  
**To:** Faraday-Smith, Nancy (INFC)  
**Subject:** Fw: For MINO information: Waterfront Toronto upcoming activities  
**Date:** January 29, 2019 4:01:03 PM

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Can you ensure he copies policy on emails into DMO and MINO

Glenn Campbell

613 941 0722 (w)

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**From:** Eyre, Jennifer (INFC)  
**Sent:** Tuesday, January 29, 2019 2:45 PM  
**To:** Gillis, Kelly (INFC); Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC)  
**Subject:** FW: For MINO information: Waterfront Toronto upcoming activities

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FYI.

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**From:** Hobbs, Joshua (INFC)  
**Sent:** January 29, 2019 2:09 PM  
**To:** Bourque, Pierre-Yves (INFC)  
**Cc:** Vaillancourt, Ann-Clara (INFC) ; Howell, Alexandra (INFC) ; Simpson, Brook (INFC) ; Bélanger4, Mathieu (INFC) ; INFC.F DM Office / Bureau du SM F.INFC ; Fenrich, Julia (INFC) ; Marchildon, Caroline (INFC) ; Tam2, Pauline (INFC) ; Baalbaki2, Fatima (INFC) ; Proulx, Isabelle (INFC) ; Powroz, Jen (INFC)  
**Subject:** For MINO information: Waterfront Toronto upcoming activities

Good afternoon,

We have been advised by Waterfront Toronto of some upcoming activities that may stimulate some media coverage. We will monitor for coverage and include in the daily clippings package.

I have also included Waterfront Toronto's media lines/key messages on the third issue.

Please let me know if you have any questions or concerns.

Thanks!

**Joshua Hobbs**

Senior Communications Advisor, Communications Directorate, Ministerial and Advisory Services  
 Infrastructure Canada / Government of Canada

[joshua.hobbs@canada.ca](mailto:joshua.hobbs@canada.ca) / Tel: 613-960-6869 / [REDACTED]

Conseiller principal en communications, Direction des Communications, Services ministériels et consultatifs  
 Infrastructure Canada / Gouvernement du Canada

[joshua.hobbs@canada.ca](mailto:joshua.hobbs@canada.ca) / Tél. : 613-960-6869 / [REDACTED]

### **1. Cantech Investment Conference, January 29-30: Jim Balsille featured presenter**

Event description: *"An annual conference that attracts the interest of investors, funds and media from both sides of the border to meet with Canadian innovation entrepreneurs."*

Jim Balsille is scheduled to speak about "Canada's Innovation Challenge".

Following his talk he will be interviewed by the editor of The Logic, a publication that reports regularly on the Quayside project. The events are listed [here](#). While no detailed description is provided for either we expect that Quayside will be a topic of conversation.

Waterfront Toronto is in the process of finalizing a blog that discusses our approach to Intellectual Property. Our intention is to use the blog to help ensure an appropriate narrative.

## **2. Ryerson Centre for Free Expression: February 7 – On Toronto's Waterfront: Whose Money, Land and Power?**

Event description: “Who determines what happens on Toronto's waterfront? How can waterfront development be inclusive and democratic? Join a group of experts with different perspectives who will go beyond current debates about Waterfront Toronto's 'smart city' partnership with Google's Sidewalk Labs to look at the larger picture of property and power on the waterfront and how the public interest can be assured.”

The Panel is moderated by Mariana Valverde, Professor, Centre for Criminology & Sociolegal Studies, University of Toronto and includes:

- Alexandra Flynn, Lawyer and University of Toronto Professor specializing in urban governance
- Julie Di Lorenzo, President, Diamante Development Corp., former Waterfront Toronto Board Member
- Melissa Goldstein, Policy Researcher, Parkdale Neighbourhood LandTrust and Chair of the Housing Action Now
- Paula Fletcher, Councillor for Ward 14, Toronto-Danforth

## **3. Waterfront BIA: Economic Impact Study - Acceleration of the Implementation of Toronto Waterfront East LRT - Confidential**

The Waterfront BIA recently retained Hatch to conduct a study on the economic impact of accelerating the Waterfront East LRT. The BIA has shared a **\*confidential\*** advanced copy of the report with us and plans to issue a media release later this week (currently anticipated on Wednesday, January 30). Major findings are: a faster development scenario, including the completion of the Waterfront East LRT by 2025, generates significant benefits, including:

- **25,000 residential units for up to 67,000 people along the corridor – the equivalent of more than two Liberty Village areas.**
- **132,000 jobs in 19 million sq. ft. of office space along the corridor – the equivalent of seven First Canadian Places.**
- **\$22.8 billion in additional tax revenue to the municipal, provincial and federal governments over the following 20 years after LRT completion.**
- **100 million person-hours saved from commute durations.**
- **44% decrease in automobile use by incoming workers and residents.**
- **15% increase in public transit use by incoming workers and residents.**

**Page 216  
is withheld  
pursuant to paragraph  
21(1)(b)  
of the *Access to Information Act***

**\*\*\*\***

**La page 216  
Font l'objet d'une exception totale  
conformément aux dispositions de paragraphe  
21(1)(b)  
de la *loi sur l'accès à l'information***

**From:** [Khodr, Lama \(INFC\)](#)  
**To:** [Tippins, Shawn \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#); [Campbell, Glenn \(INFC\)](#)  
**Cc:** [INFC.O IPI.admo-BSMA.IPI O.INFC](#); [Marchildon, Caroline \(INFC\)](#); [Tam2, Pauline \(INFC\)](#); [Powroz, Jen \(INFC\)](#); [Baalbaki2, Fatima \(INFC\)](#)  
**Subject:** FYI: Media Call: The Logic (Sidewalks Labs)  
**Date:** January 25, 2019 4:20:52 PM

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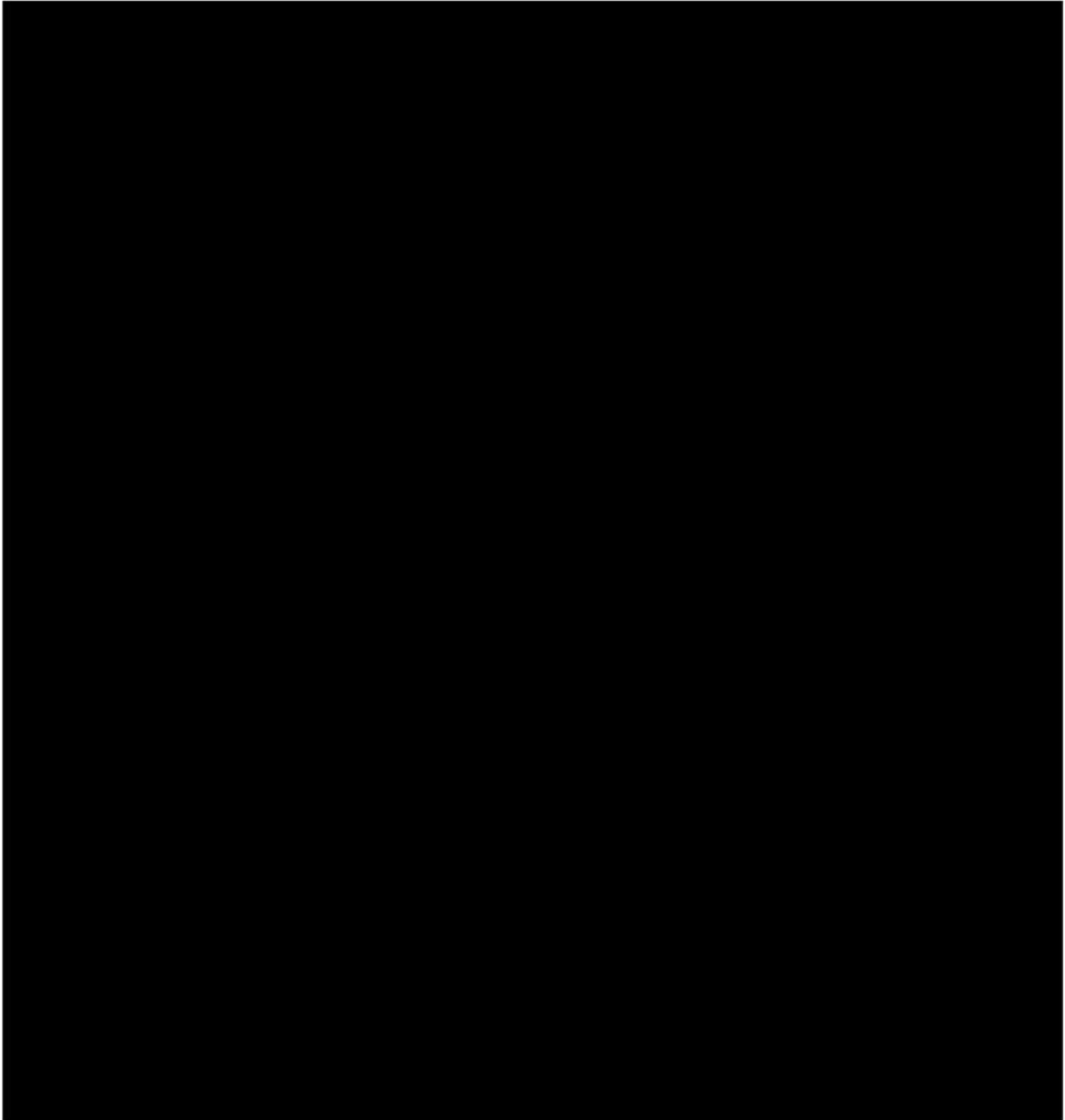
Hello!

Thanks again for all your help with this media request.

Please find below the final version of the bullets that we've shared with MINO.

Cheers,

Lama



**From:** Tippins, Shawn (INFC)



**Sent:** January-25-19 3:33 PM

**To:** Marchildon, Caroline (INFC)

**Cc:** Khodr, Lama (INFC) ; Campbell, Glenn (INFC) ; Faraday-Smith, Nancy (INFC) ; INFC.O IPI.admo-BSMA.IPI O.INFC

**Subject:** FW: FOR APPROVALS: Media Call: The Logic (Sidewalks Labs)

**Importance:** High

**Caroline, Lama: Please find below revised MR lines. These have been reviewed by Nancy and Glenn. Sorry could not put in Word attachment. Thx, ST.**

**(Media) Questions:**

1. Has your office responded to Angus' concerns? Do you plan on addressing them?
2. Angus says that in internal meetings, government officials refer to Sidewalk Labs, Google and Alphabet as "interchangeable" entities. Is that true?
3. Angus says that, in response to growing public outcry over the project, a meeting was convened by Sidewalk Labs CEO Dan Doctoroff and several government officials. Angus says this approach to the project shows that the government is "focused on helping Google, and not taking the time to alleviate the growing concerns of the public." How do you respond to that?

**From:** Khodr, Lama (INFC)

**Sent:** January 25, 2019 12:25 PM

**To:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>

**Cc:** Powroz, Jen (INFC) <[jen.powroz@canada.ca](mailto:jen.powroz@canada.ca)>; Baalbaki2, Fatima (INFC) <[fatima.baalbaki2@canada.ca](mailto:fatima.baalbaki2@canada.ca)>; Lelièvre, Nathalie (INFC) <[nathalie.lelievre@canada.ca](mailto:nathalie.lelievre@canada.ca)>; Zewede, Heywet (INFC) <[heywet.zewede@canada.ca](mailto:heywet.zewede@canada.ca)>

**Subject:** FOR APPROVALS: Media Call: The Logic (Sidewalks Labs)

**Importance:** High

Hi Nancy,

MINO has requested we provide some messaging in response to a media request they received from the Logic. The reporter's questions are in response to a letter addressed to Minister Champagne from MP Charlie Hughes regarding the project:

[http://docs.wixstatic.com/ugd/ec1aa2\\_4670f15efe8643c9936149aa7d39df6d.pdf](http://docs.wixstatic.com/ugd/ec1aa2_4670f15efe8643c9936149aa7d39df6d.pdf).

Please find attached our drafted response, for your review and approvals. Could you also please advise if anyone else should review the response from your end?

MINO has requested that we provide them with this answer before mid-afternoon. Could you please provide us with your feedback before 1:00 pm today?

Thank you!

Lama

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Cc:** [Tippins, Shawn \(INFC\)](#); [INFC.O IPI.admo-BSMA.IPI O.INFC](#)  
**Subject:** RE: FOR APPROVALS: Media Call: The Logic (Sidewalks Labs)  
**Date:** January 25, 2019 3:07:00 PM

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**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** January 25, 2019 2:24 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC) ; [INFC.O IPI.admo-BSMA.IPI O.INFC](#)  
**Subject:** FW: FOR APPROVALS: Media Call: The Logic (Sidewalks Labs)  
**Importance:** High

Glenn,

I've made some further additions to Shawn's tracked changes. Please see attached for your review. For ease of reference I've also pasted below a clean version of the Qs and proposed response:

**(Media) Questions:**

1. Has your office responded to Angus' concerns? Do you plan on addressing them?
2. Angus says that in internal meetings, government officials refer to Sidewalk Labs, Google and Alphabet as "interchangeable" entities. Is that true?
3. Angus says that, in response to growing public outcry over the project, a meeting was convened by Sidewalk Labs CEO Dan Doctoroff and several government officials. Angus says this approach to the project shows that the government is "focused on helping Google, and not taking the time to alleviate the growing concerns of the public." How do you respond to that?



**From:** Tippins, Shawn (INFC)

**Sent:** January 25, 2019 2:11 PM

**To:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>

**Cc:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>; INFC.O IPI.admo-BSMA.IPI O.INFC <[infci.ipi.admo-bsma.ipi.infci@canada.ca](mailto:infci.ipi.admo-bsma.ipi.infci@canada.ca)>

**Subject:** RE: FOR APPROVALS: Media Call: The Logic (Sidewalks Labs)

**Importance:** High

Hi – Please find attached suggested track changes based on yesterday evening’s conversation.

**From:** Tippins, Shawn (INFC)

**Sent:** January 25, 2019 12:39 PM

**To:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>

**Cc:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>; INFC.O IPI.admo-BSMA.IPI O.INFC <[infci.ipi.admo-bsma.ipi.infci@canada.ca](mailto:infci.ipi.admo-bsma.ipi.infci@canada.ca)>

**Subject:** Re: FOR APPROVALS: Media Call: The Logic (Sidewalks Labs)

Ok - on it.

Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** Faraday-Smith, Nancy (INFC)

**Sent:** Friday, January 25, 2019 12:32 PM

**To:** Tippins, Shawn (INFC)

**Cc:** Campbell, Glenn (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC

**Subject:** FW: FOR APPROVALS: Media Call: The Logic (Sidewalks Labs)

Shawn –

Can you urgently look at these lines from Comms (attached) and see if/how they may need to be amended based on the feedback Glenn gave us on the Angus letter.

Thanks

Nancy

**From:** Khodr, Lama (INFC)

**Sent:** January 25, 2019 12:25 PM

**To:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>

**Cc:** Powroz, Jen (INFC) <[jen.powroz@canada.ca](mailto:jen.powroz@canada.ca)>; Baalbaki2, Fatima (INFC) <[fatima.baalbaki2@canada.ca](mailto:fatima.baalbaki2@canada.ca)>; Lelièvre, Nathalie (INFC) <[nathalie.lelievre@canada.ca](mailto:nathalie.lelievre@canada.ca)>; Zewede, Heywet (INFC) <[heywet.zewede@canada.ca](mailto:heywet.zewede@canada.ca)>

**Subject:** FOR APPROVALS: Media Call: The Logic (Sidewalks Labs)

**Importance:** High

Hi Nancy,

MINO has requested we provide some messaging in response to a media request they received from the Logic. The reporter’s questions are in response to a letter addressed to Minister Champagne from MP Charlie Hughes regarding the project:

[http://docs.wixstatic.com/ugd/ec1aa2\\_4670f15efe8643c9936149aa7d39df6d.pdf](http://docs.wixstatic.com/ugd/ec1aa2_4670f15efe8643c9936149aa7d39df6d.pdf).

Please find attached our drafted response, for your review and approvals. Could you also please advise if anyone else should review the response from your end?

MINO has requested that we provide them with this answer before mid-afternoon. Could you please

provide us with your feedback before 1:00 pm today?

Thank you!

Lama

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Cc:** [Mitchell2, Lisa \(INFC\)](#)  
**Subject:** Waterfront workplan  
**Date:** January 23, 2019 9:45:10 AM

---

Nancy,

Need to have a meeting on Angus approach and letter

Need to see a waterfront workplan refreshed for the team and how we are mapping against that daily, weekly (from now on need to approach more as a project planning and policy coordination/development).

We need to write up an approach, including:

- 1) preparedness for MIDP
- 2) INFC internal process
- 3) OGD process
- 4) our own evaluation framework
- 5) briefing up on plans and timelines

Will need products related, placemats, issues

Glenn Campbell

613 941 0722 (w)

**From:** Campbell, Glenn (INFC)  
**To:** Sausins, Katrine (INFC); Fortin3, Marc (INFC); Bossé, Natalie (INFC)  
**Cc:** INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA.O.INFC; INFC.O IPI.admo-BSMA.IPI.O.INFC; Reynolds3, Michael (INFC); INFC.O PO.MBP.DGO.Users / Utilisateurs.OP.GPP.BDG.O.INFC; Dalrymple, Steven (INFC); Trépanier, Isabelle (INFC); Thibedeau, Russell (INFC); Nassif, Marie-Pier (INFC)  
**Subject:** Re: Departmental Audit Committee - Teleconference February 8th - Call for materials  
**Date:** January 22, 2019 11:41:05 AM

Hello,

Glenn Campbell

613 941 0722 (w)

**From:** Sausins, Katrine (INFC)  
**Sent:** Tuesday, January 22, 2019 11:01 AM  
**To:** Fortin3, Marc (INFC); Campbell, Glenn (INFC); Bossé, Natalie (INFC)  
**Cc:** INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA.O.INFC; INFC.O IPI.admo-BSMA.IPI.O.INFC; Reynolds3, Michael (INFC); INFC.O PO.MBP.DGO.Users / Utilisateurs.OP.GPP.BDG.O.INFC; Dalrymple, Steven (INFC); Trépanier, Isabelle (INFC); Thibedeau, Russell (INFC); Nassif, Marie-Pier (INFC)  
**Subject:** Departmental Audit Committee - Teleconference February 8th - Call for materials

Good day everyone!

This is a reminder that this is coming up.

I would also like to point out that the original tasking sent out January 10<sup>th</sup>, contains an error. As you see below, the input is requested in AEB by February 1<sup>st</sup> (please see below).

This said, we must amend the date they are due to ADMO to NOON, February 28<sup>th</sup> – please.

We thank you –

Katrine

**From:** AEB Liaison / Liaison DGAE (INFC)

**Sent:** January 21, 2019 3:55 PM

**To:** Fortin3, Marc (INFC); Campbell, Glenn (INFC); Bossé, Natalie (INFC)

**Cc:** INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA.O.INFC; INFC.O IPI.admo-BSMA.IPI.O.INFC; INFC.O PO.MBP.DGO.Users / Utilisateurs.OP.GPP.BDG.O.INFC; Dalrymple, Steven (INFC); Trépanier, Isabelle (INFC); Thibedeau, Russell (INFC)

**Subject:** RE: Departmental Audit Committee - Teleconference February 8th - Call for materials

Good afternoon,

As a follow-up reminder to the tasking below, we would also appreciate that any protected documents be clearly identified in order to properly disseminate them to our external DAC members. Documents are due **Friday February 1, 2019**, and should be sent with cc to [Steven.Dalrymple@canada.ca](mailto:Steven.Dalrymple@canada.ca) & [Russell.Thibedeau@canada.ca](mailto:Russell.Thibedeau@canada.ca)

[Russell.Thibedeau@canada.ca](mailto:Russell.Thibedeau@canada.ca)

Thank you,

**Russell Thibedeau**

613-948-9403

**From:** AEB Liaison / Liaison DGAE (INFC)

**Sent:** January 10, 2019 11:17 AM

**To:** Fortin3, Marc (INFC) <[marc.fortin3@canada.ca](mailto:marc.fortin3@canada.ca)>; Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>; Bossé, Natalie (INFC) <[natalie.bosse@canada.ca](mailto:natalie.bosse@canada.ca)>

**Cc:** INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA.O.INFC <[INFC.O PO.ADMO.Users-Utilisateurs.OP.BSMA.INFC@canada.ca](mailto:INFC.O PO.ADMO.Users-Utilisateurs.OP.BSMA.INFC@canada.ca)>; INFC.O IPI.admo-BSMA.IPI.O.INFC <[infc.ipi.admo-bsma.ipi.infc@canada.ca](mailto:infc.ipi.admo-bsma.ipi.infc@canada.ca)>; INFC.O PO.MBP.DGO.Users / Utilisateurs.OP.GPP.BDG.O.INFC <[infc.po.mbp.dgo.users-utilisateurs.op.gpp.bdg.infc@canada.ca](mailto:infc.po.mbp.dgo.users-utilisateurs.op.gpp.bdg.infc@canada.ca)>; Dalrymple, Steven (INFC) <[steven.dalrymple@canada.ca](mailto:steven.dalrymple@canada.ca)>; Trépanier, Isabelle (INFC) <[isabelle.trepanier@canada.ca](mailto:isabelle.trepanier@canada.ca)>; Thibedeau, Russell (INFC) <[russell.thibedeau@canada.ca](mailto:russell.thibedeau@canada.ca)>

**Subject:** Departmental Audit Committee - Teleconference February 8th - Call for materials

Good morning,

As per the updated invite sent yesterday by Isabelle, we are now seeking the required documents for the items outlined below in the attached agenda. Please submit documents in final form no later than **February 1, 2019**, with cc to [Steven.Dalrymple@canada.ca](mailto:Steven.Dalrymple@canada.ca) & [Russell.Thibedeau@canada.ca](mailto:Russell.Thibedeau@canada.ca). Should there not be any documents required for your discussion item please notify me as well.

Please also feel free to forward the meeting invite to any additional staff members you would like to have present.

Infrastructure Canada Departmental Audit Committee (DAC) - Teleconference Agenda February 8, 2019 12:30-2:00PM				
	Agenda Item	Purpose	Presenter	Time
1	Champlain Bridge – Transition Risk Register		Marc Fortin, ADM, Program Operations Natalie Bossé, DG, Major Federal Bridges Champlain Bridge Team	12:30-1:00
2	Waterfront Toronto Ontario - AG Report & Next Steps		Glenn Campbell, ADM, Investments, Partnership and Innovation	1:00-1:30
3	Metrolinx Lessons – ON AG Report Lessons Learned		Glenn Campbell Marc Fortin	1:30-2:00

Please feel free to contact me if you have any questions or need additional information.

Thank you,

**Russell Thibedeau**

613-948-9403

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Boudreau, Marcia \(INFC\)](#); [Mitchell2, Lisa \(INFC\)](#)  
**Cc:** [Ladouceur3, Natalie \(INFC\)](#); [Tippins, Shawn \(INFC\)](#); [Zewede, Heywet \(INFC\)](#); [Logue, Joelle \(INFC\)](#)  
**Subject:** Re: TASKING (IPI): Meeting with Sidewalk Labs (due Jan-21)  
**Date:** January 21, 2019 12:02:36 PM  
**Attachments:** [image001.png](#)  
[image002.png](#)

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Glenn Campbell





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**From:** Boudreau, Marcia (INFC)  
**Sent:** Monday, January 21, 2019 11:43 AM  
**To:** Campbell, Glenn (INFC); Mitchell2, Lisa (INFC)  
**Cc:** Ladouceur3, Natalie (INFC); Tippins, Shawn (INFC); Zewede, Heywet (INFC); Logue, Joelle (INFC)  
**Subject:** RE: TASKING (IPI): Meeting with Sidewalk Labs (due Jan-21)

---

Hi Glenn,

Looks like this one never made it up to you last week. Its due today by 4 pm. This package was previously vetted through the channels before Christmas, including your approval, however was rescheduled several times. Nancy updated the content and talking points to reflect the passage of time. All other annexes are simply background info that you approved and that the DM had already seen.

Shawn is currently printing the full package for Lisa to review concurrently; however, I am sending you the only updated piece in the full package. Could you let us know if you will have time today to review the SN attached or if we can proceed with moving forward on Lisa's approval.

Thank you,  
Marcia

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** January 15, 2019 4:37 PM  
**To:** Zewede, Heywet (INFC)  
**Cc:** Boudreau, Marcia (INFC) ; Ladouceur3, Natalie (INFC) ; Tippins, Shawn (INFC)  
**Subject:** RE: TASKING (IPI): Meeting with Sidewalk Labs (due Jan-21)

Hi Heywet,

The following link includes the SN and annexes related to this tasking: [\\fs-ncr-400\ino\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\Memos\49140 - DM SWL meeting note.](#)

We'll bring the package and the routing slip to ADMO shortly.

Nancy

---

**From:** Zewede, Heywet (INFC)  
**Sent:** January 10, 2019 4:32 PM  
**To:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>  
**Subject:** FW: TASKING (IPI): Meeting with Sidewalk Labs (due Jan-21)  
**Importance:** High  
FYA – thank you.

---

**From:** Paravan, Christina (INFC)  
**Sent:** January 10, 2019 4:31 PM  
**To:** O'Grady, Tammy (INFC) <[tammy.ogrady@canada.ca](mailto:tammy.ogrady@canada.ca)>; INFC.O IPI.admo-BSMA.IPI O.INFC <[infrc.ipi.admo-bsma.ipi.infrc@canada.ca](mailto:infrc.ipi.admo-bsma.ipi.infrc@canada.ca)>  
**Cc:** INFC.F DM Office / Bureau du SM F.INFC <[infrc.dmooffice-bureaudusm.infrc@canada.ca](mailto:infrc.dmooffice-bureaudusm.infrc@canada.ca)>; Geerts, Line (INFC) <[line.geerts@canada.ca](mailto:line.geerts@canada.ca)>; Eyre, Jennifer (INFC) <[jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca)>  
**Subject:** RE: TASKING (IPI): Meeting with Sidewalk Labs (due Jan-21)  
**Importance:** High  
Good afternoon IPI,  
This meeting (teleconference) has been rescheduled to January 25, 2019. Please provide an updated

docket by January 21, 2019 COB (4:00 p.m.).

Thank you,

Christina Paravan

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**From:** O'Grady, Tammy (INFC)

**Sent:** December 20, 2018 4:35 PM

**To:** INFC.O IPI.admo-BSMA.IPI O.INFC <[infci.ipi.admo-bsma.ipi.infci@canada.ca](mailto:infci.ipi.admo-bsma.ipi.infci@canada.ca)>

**Cc:** INFC.F DM Office / Bureau du SM F.INFC <[infci.dmooffice-bureaudusm.infci@canada.ca](mailto:infci.dmooffice-bureaudusm.infci@canada.ca)>; Geerts, Line (INFC) <[line.geerts@canada.ca](mailto:line.geerts@canada.ca)>; Eyre, Jennifer (INFC) <[jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca)>

**Subject:** RE: TASKING (IPI): Meeting with Sidewalk Labs (due Nov-30)

Good afternoon IPI,

This meeting has been rescheduled to January 16<sup>th</sup>, I will drop the docket back over – please provide an updated docket by January 14<sup>th</sup> COB (4:00 pm).

Thanks again,

Tammy

613-941-7502

---

**From:** O'Grady, Tammy (INFC)

**Sent:** November 15, 2018 10:13 AM

**To:** INFC.O IPI.admo-BSMA.IPI O.INFC <[infci.ipi.admo-bsma.ipi.infci@canada.ca](mailto:infci.ipi.admo-bsma.ipi.infci@canada.ca)>

**Cc:** INFC.F DM Office / Bureau du SM F.INFC <[infci.dmooffice-bureaudusm.infci@canada.ca](mailto:infci.dmooffice-bureaudusm.infci@canada.ca)>; INFC.O PR.ADMO.Users / Utilisateurs.PR.BSMA O.INFC <[infci.pr.admo.users-utilisateurs.pr.bsma.infci@canada.ca](mailto:infci.pr.admo.users-utilisateurs.pr.bsma.infci@canada.ca)>; INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA O.INFC <[infci.po.admo.users-utilisateurs.op.bsma.infci@canada.ca](mailto:infci.po.admo.users-utilisateurs.op.bsma.infci@canada.ca)>; INFC.F CS ADM Office / Bureau du SMA SM F.INFC <[infci.csadmooffice-bureaudusmasm.infci@canada.ca](mailto:infci.csadmooffice-bureaudusmasm.infci@canada.ca)>; INFC.O Comm DGO Users / Utilisateurs Comm BDG O.INFC <[infci.commdgousers-utilisateurscommbdg.infci@canada.ca](mailto:infci.commdgousers-utilisateurscommbdg.infci@canada.ca)>; INFC.O CorpSec.MCTU.Users/Utilisateurs.Secmin.UCMV O.INFC <[infci.corpsec.mctu.usersutilisateurs.secmin.ucmv.infci@canada.ca](mailto:infci.corpsec.mctu.usersutilisateurs.secmin.ucmv.infci@canada.ca)>; Geerts, Line (INFC) <[line.geerts@canada.ca](mailto:line.geerts@canada.ca)>; Eyre, Jennifer (INFC) <[jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca)>

**Subject:** TASKING (IPI): Meeting with Sidewalk Labs (due Nov-30)

Good morning,

This folder has been created in WebCims (#49140).

**Lead is / Sous la direction de :** IPI

With input from / Avec consultation de : **\*\*\*as required, it is the responsibility of the Lead to consult with other branches\*\*\***

**Event / Événement or Meeting / Réunion Meeting**

**Date :** Friday, Dec. 7th at 10 :30 a.m.

**Location / Lieu :** DM Boardroom

**Subject / Sujet :** Sidewalk Labs – signature project

**Documents to provide by docket / Documents à fournir par dossier :** SN, bio, speaking point, details of project, etc.

**BF / Date de rappel :** November 30th by COB (3 :00 pm)

**Attending from MINO / Participants du Bureau du ministre :** n/a

**Attending from Department / Participants du ministère :** DM, Glenn Campbell

**Other Attendees / Autres participants :** Micah Lasher

**Reference documents / Documents de référence :** email attached

Thank you / Merci!

**\*\*If you are not the lead for this request, please notify "INFC.F DM Office" within 3 hours of receiving this**

**email\*\***

**\*\*IF YOU CANNOT MEET THE DEADLINE INDICATED BELOW, PLEASE INFORM "INFC.F DM OFFICE" 24 HOURS IN ADVANCE BY EMAIL VIA YOUR RESPECTIVE ADMO/DGO\*\***

**\*\*Si cette demande n'est pas sous votre direction, veuillez aviser « INFC.F DM Office » dans les 3 heures suivant la réception de ce courriel\*\***

**\*\*SI VOUS NE POUVEZ PAS RENCONTRER L'ÉCHÉANCE INDIQUÉE ICI-BAS, VEUILLEZ INFORMER « INFC.F DM Office » 24 HEURES À L'AVANCE PAR COURRIEL ET INCLURE VOTRE BSMA/BDG RESPECTIF\*\***

Thank you,

**Tammy O'Grady**

Coordination and Special Projects Officer | Agente de coordination et projets spéciaux

Deputy Minister's Office | Bureau du sous-ministre

Infrastructure and Communities | Infrastructure et Collectivités

Infrastructure Canada

427 Laurier Avenue West, 10th Floor, Ottawa, ON K1R 5C7

[tammy.ograde@canada.ca](mailto:tammy.ograde@canada.ca)

Telephone | Téléphone 613-941-7502

Facsimile | Télécopieur 613-948-2963

Government of Canada | Gouvernement du Canada



**Infrastructure  
Canada**

**Canada**

**From:** [Tippins, Shawn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Campbell, Glenn \(INFC\)](#)  
**Subject:** SWL article in today's TO Star  
**Date:** January 21, 2019 8:10:56 AM

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It would seem that last week's DSAP has prompted an opinion piece in today's Star about the data governance questions surrounding Quayside and the various "pitches" that are emerging for dealing with them. The article focuses somewhat on the T.O. BoT's proposal to enshrine a civic data trust with the TO Public Library, contending that the issues involved with data governance are simply too big for the library to be expected to handle, despite its positive reputation. Other interesting references in the article about data as a public asset/resource, the implications of its inherent financial value, and what types of data will be trafficked/tracked allowed to be trafficked/tracked on SWL's sensors which may be considered tech platforms.

Who should manage Sidewalk Labs' digital data?

If Waterfront Toronto gives Sidewalk Labs the green light this year to proceed with its smart city project, the Alphabet/Google-subsiary will eventually begin installing a network of sensors in the public spaces, private buildings and infrastructure that will be developed at Quayside and perhaps on the Port Lands. These devices...

Toronto Star , IN10 - 2019-01-19

Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Gillis, Kelly \(INFC\)](#)  
**Cc:** [Eyre, Jennifer \(INFC\)](#)  
**Subject:** FW: Quayside ADM Working Group Meeting Follow-up  
**Date:** January 18, 2019 5:06:00 PM  
**Attachments:** [image001.png](#)

---

We can discuss next week.

---

**From:** Edward Chalupka [REDACTED]@waterfronttoronto.ca]

**Sent:** January 18, 2019 1:32 PM

**To:** Campbell, Glenn (INFC) ; Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC) ; Wendy Ren (wendy.ren@ontario.ca) ; David Stonehouse

**Cc:** Meg Davis ; Kristina Verner ; Jeff Ross ; Leslie Gash ; Kevin Greene

**Subject:** Quayside ADM Working Group Meeting Follow-up

Hello –

Please find below a summary of the salient points from the meeting Tuesday with respect to our discussion regarding the [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Please advise if you concur with above or have any additional comments.

Thanks

Ed

edward.chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]@waterfronttoronto.ca | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Gillis, Kelly \(INFC\)](#)  
**Cc:** [Eyre, Jennifer \(INFC\)](#); [Tremblay, Jenny \(INFC\)](#); [Peets, Gerard \(INFC\)](#); [Mitchell2, Lisa \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Subject:** FW: Summary of DSAP #7 Jan 17, 2019  
**Date:** January 18, 2019 5:02:00 PM

---

FYI

**From:** Tippins, Shawn (INFC)  
**Sent:** January 18, 2019 12:45 PM  
**To:** Faraday-Smith, Nancy (INFC) ; Campbell, Glenn (INFC)  
**Subject:** Summary of DSAP #7 Jan 17, 2019

DSAP # 7 took place from 1:00 – 5:30pm on January 17<sup>th</sup> at WT. Most members were in attendance [REDACTED] Detailed working notes and meeting materials are saved in the link. Please find summative highlights below. ST.

[G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\DSAP\January 17 2019](#)

#### **Management Presentation –**

- Kristina Verner presented a management report covering developments since the Dec 13<sup>th</sup> DSAP meeting. This covered updates on the MaRS data trust primer (to be finalized in 3<sup>rd</sup> week of Jan); DSAP panelist and WT Digital Governance Manager recruitment; Civic Labs (next lab on data trusts to be held Feb 13<sup>th</sup>); and T.O. Board of Trade report on data governance.

#### **SWL Presentation on Technology Solutions –**

- Sidewalk reps Craig Nevill-Manning (Head of Engineering) and Prem Ramaswani (Head of Product) presented on proposed technology solutions for the Quayside project. This included a technology demonstration of the “Koala” Standardized Mount, and presentations on the proposed deployment of “Software-Designed Networks” (SDNs) and “Super-Passive Optical networks” (S-PONs).
- While DSAP panelists acknowledged the technical merits of these solutions, they also provided a wide-range of commentary that turned on questions of ownership and control (e.g. to some panelists much of the network infrastructure seemed a lot like a utility, and had questions as to how these proposed solutions relate to Alphabet business divisions/services like Google Fiber). Many Panelists had questions as to how these technology solutions would be assessed through the lens of a prospective governance framework, with some opining that a data trust may not be sufficient for governing some of the proposed technology assets that may be deployed at Quayside. Some panelists raised questions/concerns about the handling of public versus private data through these technologies and the applicability of governance approaches to those questions, while others returned to questions of algorithmic bias and the impact on minorities that do not get factored in to AI majority-use cases.
- **Going forward** DSAP panelists agreed to use two representative technology use cases (mobility and mixed-use buildings) against which they would model their questions and concerns on the application of proposed technology solutions at Quayside under different scenarios.

#### **WT Evaluation Criteria for the MIDP –**

- WT presented the high-level objectives and criteria for the digital/data governance chapters of the MIDP as unveiled at the Dec 8<sup>th</sup> public roundtable. WT said that they are working with KPMG on a more detailed subset of criteria and needed an ad-hoc committee of the DSAP to integrate

with this work. Several panelists opined about the inadequacy of the criteria as seen to date publicly. Other panelists cautioned about driving evaluation efforts on the MIDP according to any set schedule. Still other panelists registered the notion that no evaluation of the MIDP should be undertaken until all questions of data governance that may apply to the project have been fully and completely settled.

- **Going forward** it was determined that an ad hoc committee dedicated to working on the digital evaluation criteria for the MIDP would form. Volunteers included Pam Robinson, Andrew Clement, Charles Finlay, Jutta Treverinus, Mark Wilson, Teresa Scassa and Alaina Aston.



**From:** Faraday-Smith, Nancy (INFC)  
**To:** Tippins, Shawn (INFC); Campbell, Glenn (INFC)  
**Subject:** RE: Summary of DSAP #7 Jan 17, 2019  
**Date:** January 18, 2019 4:44:27 PM

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Very good summary. Thanks

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**From:** Tippins, Shawn (INFC)  
**Sent:** January 18, 2019 12:45 PM  
**To:** Faraday-Smith, Nancy (INFC) ; Campbell, Glenn (INFC)  
**Subject:** Summary of DSAP #7 Jan 17, 2019

DSAP # 7 took place from 1:00 – 5:30pm on January 17<sup>th</sup> at WT. Most members were in attendance  
 [REDACTED] Detailed working notes and meeting materials are saved in the link. Please find summative highlights below. ST.

<G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\DSAP\January 17 2019>

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**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Subject:** FW: Toronto Waterfront - presentation to DMC Jan 23  
**Date:** January 18, 2019 12:52:05 PM

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** January 18, 2019 12:36 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Mitchell2, Lisa (INFC) ; Boudreau, Marcia (INFC) ; Tippins, Shawn (INFC) ; Ladouceur3, Natalie (INFC)  
**Subject:** RE: Toronto Waterfront - presentation to DMC Jan 23

Hi Glenn,

As promised, please see attached and via the following link a revised deck for your review/consideration. I hope this is closer to what you had envisioned. I'm not sure I ably captured the strategic framing of questions in the final slide but perhaps it'll provide fodder for further thought.

ADMO: I'll bring a hard copy your way.

[G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\TWRI Placemat and decks\DMC Quayside Update v3.ppt](#)

Nancy

---

**From:** Campbell, Glenn (INFC)  
**Sent:** January 17, 2019 3:13 PM  
**To:** Ladouceur3, Natalie (INFC) <[natalie.ladouceur3@canada.ca](mailto:natalie.ladouceur3@canada.ca)>  
**Cc:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>; Mitchell2, Lisa (INFC) <[lisa.mitchell2@canada.ca](mailto:lisa.mitchell2@canada.ca)>; Boudreau, Marcia (INFC) <[marcia.boudreau@canada.ca](mailto:marcia.boudreau@canada.ca)>  
**Subject:** Fw: Toronto Waterfront - presentation to DMC Jan 23

Just getting to this, [REDACTED] Needs some work.

Not unexpected just no one here so I can try adjust later when I return.

But team is in TO today so likely won't be before tomorrow. Will get the CIB deck done today for monthly forum.

Glenn Campbell

613 941 0722 (w)

**From:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>  
**Sent:** Thursday, January 17, 2019 12:44 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** FW: Toronto Waterfront - presentation to DMC Jan 23

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** January 17, 2019 10:50 AM  
**To:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>  
**Cc:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>; Boudreau, Marcia (INFC) <[marcia.boudreau@canada.ca](mailto:marcia.boudreau@canada.ca)>; Ladouceur3, Natalie (INFC) <[natalie.ladouceur3@canada.ca](mailto:natalie.ladouceur3@canada.ca)>; Zewede, Heywet (INFC) <[heywet.zewede@canada.ca](mailto:heywet.zewede@canada.ca)>  
**Subject:** RE: Toronto Waterfront - presentation to DMC Jan 23

Hi Glenn,

For your review, attached is a draft deck proposed for presentation at DMC on Jan 23<sup>rd</sup>. It's also saved here: <G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\TWRI Placemat>  
 Corp Sec is asking for this by noon today but, if you wish, I can advise that it's still forthcoming.  
 Natalie: as we're not in the office today, neither Shawn nor I can bring a hard copy to ADMO.  
 Grateful if you could print. Many thanks.  
 Nancy

**From:** Campbell, Glenn (INFC)  
**Sent:** January 14, 2019 1:02 PM  
**To:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>  
**Cc:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>  
**Subject:** Fw: Toronto Waterfront - presentation to DMC Jan 23

Need just a few slides to frame our role and issues, and tee up implications for MIDP  
 This would be timely for that process  
 Glenn Campbell

613 941 0722 (w)

**From:** Corporate Sec / Sec Ministériel (INFC) <[infccorporatesec-secministeriel.infcc@canada.ca](mailto:infccorporatesec-secministeriel.infcc@canada.ca)>  
**Sent:** Monday, January 14, 2019 12:44 PM  
**To:** INFC.O IPI.admo-BSMA.IPI O.INFC  
**Cc:** Corporate Sec / Sec Ministériel (INFC)  
**Subject:** FW: Toronto Waterfront - presentation to DMC Jan 23

Hi there,

I would like to follow-up on the exchange below that Toronto Waterfront will be presented to DMC on January 23. Would it be possible to confirm and advise on the details below?

**Purpose/Takeaway of Presentation:**

**Any relevant internal/external timelines:**

**Presenter:**

**Time required:**

**Supporting Material:**

I would like to note that supporting materials are to be provided to the Corporate Secretariat by

noon on Thursday, January 17 and materials must be ADM-approved. Please advise if you expect any delays.

Many thanks and please don't hesitate to let me know if you have any questions/concerns.

**Charlotte Combariza-Vallejo**

Issues Officer, Corporate Secretariat

Infrastructure Canada / Government of Canada

[Charlotte.Combariza-Vallejo@canada.ca](mailto:Charlotte.Combariza-Vallejo@canada.ca) / Tel: 343-550-5737

Agente chargée des questions, Secrétariat ministériel

Infrastructure Canada / Gouvernement du Canada

[Charlotte.Combariza-Vallejo@canada.ca](mailto:Charlotte.Combariza-Vallejo@canada.ca) / Tél : 343-550-5737

**From:** Campbell, Glenn (INFC)

**Sent:** January 7, 2019 4:00 PM

**To:** Douglas, Caroline (INFC) <[caroline.douglas@canada.ca](mailto:caroline.douglas@canada.ca)>

**Cc:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>; Mitchell2, Lisa (INFC) <[lisa.mitchell2@canada.ca](mailto:lisa.mitchell2@canada.ca)>

**Subject:** Re: Toronto Waterfront - presentation to DMC

I think we can do that, although the wording below doesn't work anymore

We can focus on WF - Quayside project with Sidewalk Labs?

Glenn Campbell



613 941 0722 (w)

**From:** Douglas, Caroline (INFC)

**Sent:** Monday, January 7, 2019 3:56 PM

**To:** Campbell, Glenn (INFC)

**Subject:** Toronto Waterfront - presentation to DMC

Hi Glenn,

Would it be feasible for IPI to present on Toronto Waterfront at the January 23 DMC? It has been on the Forward Agenda for some time, and given the recent interest, this would be timely. The description for the item had been: *For Information/Discussion -- INFC role, criterion, path on key decisions, project flow, public interest test, our role with OGDs, oversight on P3.*

Thank you,

Caroline

**Caroline Douglas**

Director General, Corporate Secretariat

Infrastructure Canada

[Caroline.Douglas@canada.ca](mailto:Caroline.Douglas@canada.ca) / 613-948-3996

Directrice générale, Secrétariat ministériel

Infrastructure Canada

[Caroline.Douglas@canada.ca](mailto:Caroline.Douglas@canada.ca) / 613-948-3996

**From:** Gillis, Kelly (INFC)  
**To:** Campbell, Glenn (INFC)  
**Subject:** Fw: Federal staff advised to press Sidewalk Labs' Toronto project at October dinner  
**Date:** January 17, 2019 8:54:24 AM

---

FYI

Sent from my BlackBerry 10 smartphone on the Rogers network.

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**From:** Gillis, Kelly (INFC)  
**Sent:** Thursday, January 17, 2019 8:51 AM  
**To:** Matthew Mendelsohn; Peter Wallace; Rochon, Paul (FIN)  
**Subject:** Re: Federal staff advised to press Sidewalk Labs' Toronto project at October dinner

---

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** [REDACTED]  
**Sent:** Thursday, January 17, 2019 8:20 AM  
**To:** Matthew Mendelsohn; Peter Wallace; Gillis, Kelly (INFC); Rochon, Paul (FIN)  
**Subject:** Federal staff advised to press Sidewalk Labs' Toronto project at October dinner

---

Matthew, Peter, Paul & Kelly

Can we do a similar star studded dinner for Canadian smart city innovators? [REDACTED]

[REDACTED] Let  
me know if you're open to this.

Cheers,  
[REDACTED]

Federal staff advised to press Sidewalk Labs' Toronto project at October dinner  
<https://www.theglobeandmail.com/business/article-federal-staff-advised-to-press-sidewalk-labs-toronto-project-at/>

**From:** Campbell, Glenn (INFC)  
**To:** Jennifer Rees-Jones  
**Subject:** RE: IPC invitation - Smart City Event  
**Date:** January 15, 2019 8:22:00 PM

ATIA - 19(1)

Thank you Jennifer for the invitation.  
We will either have representatives in person or via webcast.  
Kudos to IPC for doing this!  
Regards, Glenn  
Glenn Campbell  
Assistant Deputy Minister  
Investment, Partnerships and Innovation  
Infrastructure Canada  
427 Laurier, 10th floor, Ottawa  
613 941-0722  
Glenn.campbell@canada.ca

**From:** Jennifer Rees-Jones [REDACTED]  
**Sent:** January 15, 2019 11:13 AM  
**To:** [REDACTED]@toronto.ca'; 'Grant Coffey'; 'Natasha Gevikoglu'; 'Daphne Gaby Donaldson'; 'Jim Suderman'; 'Wendy.Ren@ontario.ca'; 'Cam.Whitehead@ontario.ca'; 'Catalina.Manning@ontario.ca'; Campbell, Glenn (INFC); 'David Stonehouse'; 'Brett Howell'; 'Marina Haufschild'; 'Cc: [REDACTED]'  
**Subject:** IPC invitation - Smart City Event

Good morning,  
The Information and Privacy Commissioner of Ontario is hosting a free smart cities event next week. I am sending the invitation given our shared interest in the topic. The details are included below, I hope some of you will be able to attend.

**IPC Privacy Day 2019 Event  
Thursday, January 24, 2019**

**Smart Cities: Building in Privacy and Ensuring Public Trust**

Are you ready for life in a smart city?

With the advent of new technologies - energy conservation sensors, real-time parking apps, automated financial transactions - the possibilities to improve and streamline our lives seem endless. But how do we protect our personal privacy? Who owns, controls, and has access to our personal information? Most important, how much power do we have over how our data is used? These questions are generating a great deal of controversy and conversation.

Please join us in person, or via webcast, on January 24, 2019, at our [Privacy Day symposium](#), where we will examine the promises and perils of smart cities.

Key issues to be discussed include:

- privacy challenges that come with building a smart city
- how Ontario's privacy laws protect personal information
- how municipalities can mitigate privacy risks
- privacy implications for public and private sector collaboration

The morning will feature a presentation by the Information and Privacy Commissioner on Ontario, [Brian Beamish](#), and a panel discussion with experts from the field of smart cities.

- Lawrence Eta – Deputy CIO, Information & Technology, City of Toronto
- Teresa Scassa – Canada Research Chair in Information Law and Policy, University of Ottawa
- Oriana Sharp – Manager, Information Management and Archives, Region of Waterloo

Agenda:

8:30 a.m. – Doors open

9:00 a.m. – Welcome and presentation by the Commissioner

9:20 a.m. – Panel session

10:40 a.m. – Audience Q&A

11:00 a.m. – Closing comments

This is a free event, but we ask that you [RSVP](#) if you would like to attend in person.

You do not need to register or sign up to view the [webcast](#). Just [click on this link](#) and watch.

For further information, visit the [event page](#).

Regards,

Jennifer Rees-Jones

Senior Policy Advisor

Office of the Information and Privacy Commissioner/Ontario



**From:** Campbell, Glenn (INFC)  
**To:** Gillis, Kelly (INFC); Peets, Gerard (INFC); Tremblay, Jenny (INFC)  
**Cc:** Faraday-Smith, Nancy (INFC); Eyre, Jennifer (INFC)  
**Subject:** FW: IPC invitation - Smart City Event (next week Toronto)  
**Date:** January 15, 2019 8:21:00 PM

FYI Ontario privacy commissioner event on smart cities next week.

**From:** Jennifer Rees-Jones [REDACTED]  
**Sent:** January 15, 2019 11:13 AM  
**To:** [REDACTED]@toronto.ca'; 'Grant Coffey'; 'Natasha Gevikoglu'; 'Daphne Gaby Donaldson'; 'Jim Suderman'; 'Wendy.Ren@ontario.ca'; 'Cam.Whitehead@ontario.ca'; 'Catalina.Manning@ontario.ca'; Campbell, Glenn (INFC); 'David Stonehouse'; 'Brett Howell'; 'Marina Haufschild'; 'Cc: [REDACTED]  
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9:20 a.m. – Panel session



10:40 a.m. – Audience Q&A

11:00 a.m. – Closing comments

This is a free event, but we ask that you [RSVP](#) if you would like to attend in person.

You do not need to register or sign up to view the [webcast](#). Just [click on this link](#) and watch.

For further information, visit the [event page](#).

Regards,

Jennifer Rees-Jones

Senior Policy Advisor

Office of the Information and Privacy Commissioner/Ontario



**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Hobbs, Joshua \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#)  
**Cc:** [Tippins, Shawn \(INFC\)](#)  
**Subject:** RE: FOR APPROVAL Globe and Mail comment request  
**Date:** January 15, 2019 7:13:00 PM  
**Attachments:** [image001.png](#)

Glenn

---

**From:** Hobbs, Joshua (INFC)  
**Sent:** January 15, 2019 5:48 PM  
**To:** Faraday-Smith, Nancy (INFC) ; Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC)  
**Subject:** RE: FOR APPROVAL Globe and Mail comment request  
Nancy, a heads up has been sent to MINO on this media call. Thanks.

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** January 15, 2019 4:56 PM  
**To:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>  
**Cc:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>; Hobbs, Joshua (INFC) <[joshua.hobbs@canada.ca](mailto:joshua.hobbs@canada.ca)>  
**Subject:** FW: FOR APPROVAL Globe and Mail comment request  
**Importance:** High

Glenn,

See below FYI [REDACTED] a G&M reporter, will be filing his story tonight re: the Doctoroff dinner meeting held at ISED last fall (you may recall I shared a media inquiry that had been submitted to ISED last week). Below in highlight is WT's statement, which the reporter requested and which WT has already submitted.

Nancy

---

**From:** Edward Chalupka [REDACTED] <[\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)>  
**Sent:** January 15, 2019 4:16 PM  
**To:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>; Hobbs, Joshua (INFC) <[joshua.hobbs@canada.ca](mailto:joshua.hobbs@canada.ca)>  
**Cc:** Andrew Tumilty <[ATumilty@waterfrontoronto.ca](mailto:ATumilty@waterfrontoronto.ca)>; Cameron MacKay <[CMacKay@waterfrontoronto.ca](mailto:CMacKay@waterfrontoronto.ca)>  
**Subject:** FW: FOR APPROVAL Globe and Mail comment request

Hello –

A quick heads up that we received a request for comment this afternoon [REDACTED] from the Globe and Mail. He is doing a story on the dinner that was held in Ottawa on Oct. 25 between Sidewalk Labs representatives, including Dan Doctoroff, and a number of senior deputy ministers,

including Matthew Mendelsohn, a deputy secretary to Cabinet with the Privy Council Office who oversees the effectiveness of federal departments, as well as Paul Thompson, an associate deputy minister with Innovation, Science and Economic Development Canada. Your Deputy was also at the dinner, I believe.

While the meeting was listed in the lobbyist registry, he received a received a memo via an ATIP request that the federal government wanted to use the meeting to address concerns about IP ownership with the project, ensuring that Canadians received fair benefits from what was generated.

He has spoken with Sidewalk and reached out to the two federal departments that co-hosted the meeting. The story, we are told, is about the interaction between government and Sidewalk and new details about "Ottawa's concerns" as he puts it. The article should not infer any ill will on anyone's part as it is fully registered on the lobbyist registry. He is looking for a comment from WT.

He is going to file the story later this evening.

We have provided him with the following statement:

**The Plan Development Agreement established a Public and Government Relations protocols to help ensure transparent communications, and as result Waterfront Toronto was made aware of Sidewalk Lab's meeting with federal officials.**

**Waterfront Toronto itself has long maintained open and ongoing communications with our government partners, in order to better serve the public. All three levels of government have also participated in our Intergovernmental Steering Committee, Civic Labs, and Round Table sessions to keep up to date and provide input to the Quayside project.**

Thanks

Ed

edward.chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]@waterfronttoronto.ca | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**toronto

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Ladouceur3, Natalie \(INFC\)](#)  
**Cc:** [Tippins, Shawn \(INFC\)](#)  
**Subject:** Re: Do you want call with Waterfront at 1:00 to be rescheduled?  
**Date:** January 14, 2019 9:53:41 PM

---

[REDACTED]

Is everything set technically for call in morning?

[REDACTED]

Glenn Campbell

[REDACTED]

613 941 0722 (w)

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Monday, January 14, 2019 9:46 PM  
**To:** Campbell, Glenn (INFC); Ladouceur3, Natalie (INFC)  
**Cc:** Tippins, Shawn (INFC)  
**Subject:** Re: Do you want call with Waterfront at 1:00 to be rescheduled?

---

I don't have my notes in front of me but can tell you that it was a very short call. [REDACTED]

[REDACTED] Ed, Kristina, Shawn and I rehashed what Ed and I had already covered during our pre-call on Friday. This was the basis for the email intel and prompts that I had sent you earlier.

[REDACTED]

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Campbell, Glenn (INFC)  
**Sent:** Monday, January 14, 2019 9:23 PM  
**To:** Faraday-Smith, Nancy (INFC); Ladouceur3, Natalie (INFC)  
**Cc:** Tippins, Shawn (INFC)  
**Subject:** RE: Do you want call with Waterfront at 1:00 to be rescheduled?

---

Is there a debrief from call today?

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** January 14, 2019 11:33 AM  
**To:** Campbell, Glenn (INFC) ; Ladouceur3, Natalie (INFC)  
**Cc:** Tippins, Shawn (INFC)  
**Subject:** RE: Do you want call with Waterfront at 1:00 to be rescheduled?  
Will do. Some thoughts in advance of the call with WT:

**MIDP briefing tomorrow**

- I'll ask WT for a preview of the session and ask if any materials will be shared in advance
  - I'll also ask what's on deck for the next briefing and when this is expected to take place
- [REDACTED]

**Timeline for Government Review of Draft MIDP**

- SWL is proposing that the draft MIDP be publicly released shortly after it is provided to governments, essentially meaning concurrent review by the public and governments

[REDACTED]

**DSAP meeting – January 17<sup>th</sup>**

- Of note, the DSAP has extended its meeting times to 4 hours.

[REDACTED]

**From:** Campbell, Glenn (INFC)

**Sent:** January 14, 2019 11:25 AM

**To:** Ladouceur3, Natalie (INFC) <[natalie.ladouceur3@canada.ca](mailto:natalie.ladouceur3@canada.ca)>

**Cc:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Subject:** Re: Do you want call with Waterfront at 1:00 to be rescheduled?

Nancy and Shawn should proceed, focus on teeing up tomorrow

[REDACTED]

Glenn Campbell

[REDACTED]

613 941 0722 (w)

---

**From:** Ladouceur3, Natalie (INFC)

**Sent:** Monday, January 14, 2019 10:24 AM

**To:** Campbell, Glenn (INFC)

**Subject:** Do you want call with Waterfront at 1:00 to be rescheduled?

## Renshaw, Brett (INFC)

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** January 11, 2019 5:07 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC)  
**Subject:** FW: [MARKETING] The Logic Briefing: Spy vs. Not Spy

Hi Glenn,

See below from the Logic a quick summary of the presentation that SWL will be giving at next week's DSAP meeting. The presentation – which focuses on the technical nature of the digital architecture/IT build options – was posted online on both the SWL website and WT site as part of the DSAP “board book” which Kristina shared late yesterday. I'll bring a hard copy to you.

Nancy

### Sidewalk Labs reveals proposed new technologies for Toronto's Quayside

In a Medium post, Sidewalk Labs' Craig Nevill-Manning and Prem Ramaswami outline some of the new technologies the company will be proposing for Toronto's Quayside neighbourhood at Waterfront Toronto's next Digital Strategy Advisory Panel (DSAP) on January 17. The technologies include a “software-defined network,” outlined as a “new approach” to public internet that would remove the need for individuals to have home routers. Sidewalk Labs claims that utilizing a Super Passive Optical Network (Super-PON) would reduce both the amount and the cost of infrastructure needed. Developed by Google Fiber, the Super-PON is currently being used in Austin. Sidewalk said that, along with Google, it is submitting Super-PON as an open standard; once submitted, it will be free for others to use. The Quayside would be the first place in Canada to use the technology, if deployed. Finally, they also wrote about an outdoor mount for power and network technologies, currently named Koala. “We will work closely with the local telecom partners to deploy this technology,” a company spokesperson told *The Logic*.

(*The Logic*)

**Talking point:** This is the first time that we've seen concrete specifics on the digital infrastructure that may be deployed in the Quayside (and, ultimately, how residents' data may be collected), as well as whom Sidewalk Labs may work with in making the neighbourhood a reality. Who will ultimately own the proposed infrastructure is yet to be determined and will rely on input from the DSAP. – *Amanda*

---

**From:** The Logic [mailto:news@thelogic.co]  
**Sent:** January 11, 2019 4:31 PM

To: Faraday-Smith, Nancy (INFC)

Subject: [MARKETING] The Logic Briefing: Spy vs. Not Spy



IN-DEPTH REPORTING ON THE INNOVATION ECONOMY

A Huawei executive is accused of spying in Poland. Rogers isn't following Bell's lead on a new customer-tracking initiative. And, it's time to lower expectations about autonomous vehicles.

## Here's your Friday briefing.

Huawei executive charged with spying in Poland after Huawei Canada president insists his company would never spy for China

On Thursday, Eric Li, president of Huawei Canada, insisted his company would never spy for China. Then, on Friday, Polish state media reported that Weijing Wang stands accused of spying for a Chinese intelligence agency, a crime that carries a sentence of up to 10 years in prison. Also on Friday, Scott Bradley, a senior Huawei Canada executive who served as the company's primary spokesperson since 2011, left the company.

*(Wall Street Journal, CNN, Globe and Mail)*

**Talking point:** This is the second high-profile arrest of a Huawei executive in a U.S.-allied country, following the detention of Huawei CFO Meng Wanzhou in Vancouver. Wang's detention will require the Chinese government to split its focus as they try to get both him and Meng released. Meng has a significantly higher profile, and is the daughter of Huawei's founder, so the bulk of China's ire is likely to remain on Canada. On Wednesday, Chinese ambassador Lu Shaye accused Canada of "Western egotism and white supremacy" for detaining Meng, who is living in Vancouver and allowed to leave her home during the day at the same time the government is

demanding the release of detained Canadians—at least one of whom is being interrogated in his cell three times a day and isn't allowed to turn off the lights. - Zane

---

Rogers isn't following Bell's lead on user information-tailored marketing

Bell is asking customers to opt in to a “tailored marketing” program, which would allow the company to use information about them and their device usage to serve them related ads. Rogers told *The Logic* it does not have a similar program. Telus did not reply to multiple requests for comment.

*(The Logic)*

**Talking point:** Canadian telecom firms appear to have no plans to monetize users' data by selling it to brokers and other businesses, as their U.S. counterparts have been doing for several years. “Customer personal information is never shared with advertisers or anyone else,” said Nathan Gibson, a Bell spokesperson. Instead, the data is used to create anonymized audiences matched to the criteria for which an advertiser is looking. Selling customer data is not a big enough opportunity for Canadian carriers, one market analyst told me—they're more likely to use the information to better target their own services. In the U.S., AT&T announced today it would stop selling location data after Motherboard reported that bounty hunters were able to access information. Meanwhile, Remind.com, a text-based notification and communication service for schools, has launched a social media campaign against Rogers and Bell over an increase in the price of SMS. - Murad

---

CDW announces agreement to acquire Toronto-based Scalar Decisions Inc.

The cloud services company—named the top Canadian ICT security company by revenue in the Branham300—has been acquired by Illinois-based CDW, which offers back-end software to government and businesses. CDW said the acquisition would boost its existing solutions and expertise in areas like security and the cloud. Scalar Decisions was founded in 2004 and employs



350 people in Ottawa, Montreal, Winnipeg, Calgary, Edmonton, Vancouver and Victoria. The terms of the acquisition weren't disclosed.

*(BetaKit)*

**Talking point:** Scalar Decisions said it hit nearly \$250 million in sales over the past year. Even at a five-times multiple, the acquisition would be priced at a hefty \$1.25 billion. Smaller firms in this space have seen significant exits; last year, Waterloo, Ont.-based procurement startup Bonfire, founded in 2012, was acquired by special-purpose acquisition company GTY for \$140 million. According to Communitech, Bonfire employed about 80 people at the time. Scalar Decisions said it hit nearly \$250 million in sales over the past year. For its part, CDW generated net sales of US\$16 billion as of Sept. 30, 2018. - Jessica

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Slack plans to follow Spotify on unconventional IPO route

The listing will likely be in the second quarter of 2019. The company expects it'll be at a valuation in excess of US\$7 billion. Slack is working with Goldman Sachs Group Inc., Morgan Stanley and Allen & Co.; the three also worked with Spotify on its direct listing in April 2018.

(Wall Street Journal)

**Talking point:** Slack is the largest tech company to try Spotify’s unconventional IPO approach. Companies that go public in a direct listing bypass the traditional underwriting process, allowing the open market to set the price of their shares. Wall Street is concerned that more major companies will list directly rather than using their services to IPO; however, most companies don’t have the cash to cover it—or the research analysts to generate interest—on their own. Regardless of method, Spotify’s listing was expect to generate major investor interest because of its broad name recognition; it’s unclear if Slack’s name is well-known enough to do the same. Spotify’s listing had no major issues when it went public, but its stock is almost 17 per cent below where it closed the first day of trading. - *Hanna*

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Trump’s immigration policy has foreign tech talent looking north of the border  
U.S. President Donald Trump *tweeted* this morning promising changes to the H-1B skilled-worker visa program that would “bring both simplicity and certainty to your stay, including a potential path to citizenship.” The assurance followed a front-page story in *The Washington Post* about tech workers leaving the U.S. for Canada over troubles with the program.

(Washington Post)

**Talking point:** The Trump administration’s actions on H-1B so far have made the process more complex for applicants and have increased uncertainty for holders. The president *imposed* additional scrutiny of applications by executive order in April 2018; in November, the Department of Homeland Security proposed prioritizing applicants with master’s and doctoral degrees. It is also difficult for H-1B holders to get citizenship because of annual limits on the number of green cards issuable to people from a single country. Data first reported by *The Logic* shows that thousands of immigrants have left the U.S. for Canada using the Liberal government’s new skilled-worker program. That trend is likely to continue, unless Trump’s tweet signals a real change in his administration’s immigration policy. - *Murad*

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GM's Cadillac will introduce EV in fight against Tesla

The U.S. auto giant announced its luxury division will be its leading electric-vehicle brand going forward. A Cadillac will be the first model built on GM's new platform for battery-powered cars. Last year, the company discontinued the Chevrolet Volt, a mass-market plug-in hybrid.

(Reuters)

**Talking point:** GM's pivot to luxury electrics comes as Tesla—which popularized that segment with the Roadster and Model S—has been moving in the opposite direction. The latter is continuing to ramp up production on the Model 3, which is priced significantly lower than previous models; Tesla's profit margins on the model are reportedly higher than those for most cheaper cars. However, that first Cadillac will definitely be followed by mass-market GM electrics—the company has plans for 20 new electric vehicles by 2023. At the same time, it is cutting back on existing models and closing the plants that make them, including one in Oshawa, Ont., where employees staged a sit-in on Wednesday. - *Murad*

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The 'driverless experience' looks awfully distracting

Executives from self-driving car manufacturers and software developers said expectations for autonomous vehicles are too high at the Consumer Electronics Show in Las Vegas. Following a fatal accident involving an autonomous Uber, and a highway crash involving a Tesla on autopilot mode, both last March, industry executives are cautious about advancing the development of self-driving cars any further. Instead, they are focusing more on assisting human drivers with new software, and developing autonomous vehicles to deliver goods instead of driving people.

(CityLab, The Information)

**Talking point:** Industry executives' caution may have ripple effects in Ontario. In November 2017, the previous Ontario Liberal government opened an autonomous vehicle and demonstration zone in Stratford, Ont. Called the Autonomous Vehicle Innovation Network (AVIN), it was tasked with creating six sites in Ontario to assist smaller companies and develop their skills and connections in the market. Given recent skepticism around the safety of fully autonomous

vehicles, these development sites could see less traffic than originally expected. The Wynne government invested \$80 million for Ontario to compete in the self-driving car sector in 2017. It hasn't been a good week for Wynne-era automobile-related initiatives: as CBC reported Thursday, the Wynne government's \$20-million initiative to implement electric vehicle charging at Go stations was cancelled. - *Silas*

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REQUEST INVITE

Lift & Co. expo panelists discuss potential for Canadian cannabis companies in coming global 'talent crunch'

Canada's biggest cannabis expo kicked off today in Vancouver, where over 200 exhibitors flaunted flashy products and technologies used to grow, harvest, vape and ingest pot, and 100-plus speakers discussed the nascent business. In a panel on data and research in the space, Jennifer Lee, who leads consumer analytics in cannabis at Deloitte, raised the topic of Canadian talent in the global market. "There's going to be a huge talent crunch around the world, and [other markets] are going to look to Canada to fill those gaps," said Lee, referencing Israel's cannabis innovation hub, which Deloitte works with and which Lee said is already poaching Canadians.

*(The Logic)*

**Talking point:** While Canada may be the expert in the sector now, that won't necessarily last, said Lise Dellazizzo, VP of data and strategy at Lift & Co., which hosts the conference. "This is a

budding industry, it's highly chaotic, there's very little reliable information," she said. "You'll see a prominent influx of business over this year. But if your business model is not strong enough to withstand the new [global] competition, there's going to be significant consolidation." She predicted that half of currently-existing companies will be folded into bigger ones within a year or two. - Catherine

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### Sidewalk Labs reveals proposed new technologies for Toronto's Quayside

In a Medium post, Sidewalk Labs' Craig Nevill-Manning and Prem Ramaswami outline some of the new technologies the company will be proposing for Toronto's Quayside neighbourhood at Waterfront Toronto's next Digital Strategy Advisory Panel (DSAP) on January 17. The technologies include a "software-defined network," outlined as a "new approach" to public internet that would remove the need for individuals to have home routers. Sidewalk Labs claims that utilizing a Super Passive Optical Network (Super-PON) would reduce both the amount and the cost of infrastructure needed. Developed by Google Fiber, the Super-PON is currently being used in Austin. Sidewalk said that, along with Google, it is submitting Super-PON as an open standard; once submitted, it will be free for others to use. The Quayside would be the first place in Canada to use the technology, if deployed. Finally, they also wrote about an outdoor mount for power and network technologies, currently named Koala. "We will work closely with the local telecom partners to deploy this technology," a company spokesperson told *The Logic*.  
(The Logic)

**Talking point:** This is the first time that we've seen concrete specifics on the digital infrastructure that may be deployed in the Quayside (and, ultimately, how residents' data may be collected), as well as whom Sidewalk Labs may work with in making the neighbourhood a reality. Who will ultimately own the proposed infrastructure is yet to be determined and will rely on input from the DSAP. This is the first time that we've seen concrete specifics on the digital infrastructure that may be deployed in the Quayside (and, ultimately, how residents' data may be collected), as well as whom Sidewalk Labs may work with in the process to making the neighbourhood a reality.  
- Amanda

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## Battle for connected home seizes the stage at CES 2019

Google faced off with Apple’s Siri and Amazon’s Alexa at the Consumer Electronics Show in Las Vegas this week with its show “Google Assistant—The Ride.” The tech company constructed a small-scale version of Disneyland in a car park, complete with animatronic characters and dioramas, to show how features of Google technology—such as reminders, navigation and translation—can help improve consumers’ lives.

*(Financial Times)*

**Talking point:** The elaborate move demonstrates Google’s ambition to take on Amazon and Apple in the virtual-assistant, smart-speaker and connected-home industries. As one analyst told *The Financial Times*, the show was like using a “sledgehammer to crack a nut.” - *Amanda*

## Suggested Reading

- Supreme Court rules voting restrictions on expatriate citizens are unconstitutional
- Apple plans three new iPhones this year, plays catch-up on cameras
- Postmates lines up another US\$100 million ahead of IPO
- Governing AI: Navigating risks, rewards and uncertainty
- The Grindr lawsuit that could change the internet
- More startups have an unfamiliar message for venture capitalists: Get lost

We're building the future of the innovation economy. Help spread *The Logic* by sharing this email with your friends.

*Have a tip?* Email us at [tips@thelogic.co](mailto:tips@thelogic.co).

Have a great weekend.



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**Renshaw, Brett (INFC)**

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**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** January 10, 2019 1:30 PM  
**To:** Tippins, Shawn (INFC); Campbell, Glenn (INFC)  
**Subject:** FW: Jan 24th CFE event: Whose Data and Whose City?

FYI below. This could trigger some coverage in, e.g, the Logic, and on Twitter [REDACTED]  
 [REDACTED]

---

**From:** Ange Holmes [mailto:ange.holmes@ryerson.ca]  
**Sent:** January 10, 2019 1:26 PM  
**To:** Faraday-Smith, Nancy (INFC)  
**Subject:** Jan 24th CFE event: Whose Data and Whose City?

Hello everyone,

On Thursday, January 24th at 7pm, The Centre for Free Expression will be hosting an event titled "Whose Data and Whose City?". This event will be a panel discussion with Nasma Ahmed, Saadia Muzaffar, and Bianca Wylie. The discussion will be moderated by Brenda McPhail.

Full details of the event are:

The deal between Google-affiliate Sidewalk Labs and Waterfront Toronto for a 'smart city' district on waterfront lands raises serious public issues about who will govern the massive amount of data generated from the integral surveillance proposed. Issues go beyond just privacy. How can we collectively ensure parameters for this and other "smart city" projects be set and controlled publicly, not by private sector interests? What should those data governance parameters be. Join three public experts and advocates for a lively discussion about our immediate future.

Panelists:

**Nasma Ahmed** - Director, Digital Justice Lab

**Saadia Muzaffar** - Founder TechGirls Canada, Co-founder Tech Reset Canada

**Bianca Wylie** - Senior Fellow, Centre for International Governance Innovation, Co-founder Tech Reset Canada



Moderator:

**Brenda McPhail**, Director - Privacy, Technology & Surveillance Project,  
Canadian Civil Liberties Association

January 24th @7pm

Room 103, Rogers Communication Centre  
80 Gould Street (at the corner of Church St.)

[Weblink](#)

[Download Poster](#)

This is a free event and no registration is required.

Please contact me if you require accommodation to ensure inclusion in this event.

I have attached a poster for sharing and ask that you please pass this on to anyone you think would be interested. Jim Turk and I look forward to seeing you there!

Best,  
Ange

Ange Holmes

Coordinator | [Centre for Free Expression](#)

Ryerson University | Faculty of Communication and Design

Email: [ange.holmes@ryerson.ca](mailto:ange.holmes@ryerson.ca) | Cell: [REDACTED]

[REDACTED]



CENTRE FOR  
FREE EXPRESSION

# Whose Data? and Whose City?



The deal between Google-affiliate Sidewalk Labs and Waterfront Toronto for a 'smart city' district on waterfront lands raises serious public issues about who will govern the massive amount of data generated from the integral surveillance proposed.

Issues go beyond just privacy. How can we collectively ensure parameters for this and other "smart city" projects be set and controlled publicly, not by private sector interests? What should those data governance parameters be. Join three public experts and advocates for a lively discussion about our immediate future.



**Nasma Ahmed**  
Director, Digital  
Justice Lab



**Saadia Muzaffar**  
Founder TechGirls  
Canada, Co-founder  
Tech Reset Canada



**Bianca Wylie**  
Senior Fellow, Centre for  
International Governance  
Innovation/Co-founder,  
Tech Reset Canada



**Moderator:  
Brenda McPhail**  
Director - Privacy,  
Technology & Surveillance  
Project, Canadian Civil  
Liberties Association

**Thursday, January 24, 7-9 p.m.**

Room 103, Rogers Communications Centre, Ryerson University,  
80 Gould Street (at the corner of Church St.)

Please contact [cfe@ryerson.ca](mailto:cfe@ryerson.ca) if you require accommodation to ensure inclusion in this event.

**Ryerson  
University**

**Centre for Free Expression**  
Faculty of Communication  
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**From:** [Faraday-Smith, Nancy \(INFC\)](#)  
**To:** [Tippins, Shawn \(INFC\)](#); [Knecht, Brigit \(INFC\)](#); [Hobbs, Joshua \(INFC\)](#)  
**Cc:** [Campbell, Glenn \(INFC\)](#); [Tremblay, Jenny \(INFC\)](#); [Rybicki, Jonathan \(INFC\)](#)  
**Subject:** RE: BoT Report picked-up by Cdn Press: NP, TO Star  
**Date:** January 10, 2019 9:36:10 AM

---

Thanks Shawn. Sharing with SCC and Comms colleagues for their interest.

Nancy

---

**From:** Tippins, Shawn (INFC)  
**Sent:** January 10, 2019 9:29 AM  
**To:** Campbell, Glenn (INFC) ; Faraday-Smith, Nancy (INFC)  
**Subject:** BoT Report picked-up by Cdn Press: NP, TO Star

Fyi –There's a Cdn Press article on the BoT report that's getting traction in the NP, Toronto Star and affiliated media this morning. In it the BoT says that while many stakeholders agree that data should be governed outside the Quayside project, their report is the first to make concrete recommendations about who should take on that role (i.e. the TO Public Library). For its part the Library welcomes the report but states that any evolution of their role on civic data would require additional resources. There are also references in the report to the need to expand the Information and Privacy Commissioners' powers to be able to take enforcement actions around data governance policies. Contains a quote from BoT CEO Jan de Silva, a quote from Kristina Verner (see below), and a quote from SWL's Keertha Rang (also below). The article also references WT's work with MaRS on data trusts.

"The launch of Sidewalk Toronto has sparked an active and healthy public discussion about privacy, data ownership, and governance in cities," said spokeswoman Keerthana Rang. "We truly believe that Quayside will set a new standard for responsible data use and our proposal to build an independent Civic Data Trust is just one example of our commitment to this principle."

Kristina Verner, Waterfront Toronto's vice-president of innovation, sustainability, and prosperity, said the issue needs to be examined regardless of what happens with the Quayside development.

"This report elevates the conversation from simply being focused on the Quayside project to the broader regional conversation that needs to happen around smart cities and the impact the data will be having on the region as we move forward," she said.

[Toronto library should handle data governance for projects like Quayside: report](#)

As the debate over privacy and data collection for a proposed high-tech neighbourhood in Toronto continues, a new report suggests the city's public library should assume responsibility for data governance in all such projects. The report released Wednesday by the Toronto Region Board of Trade says the library...

Cape Breton Post.com - 2019-01-09 **(also published in the Toronto Star, Toronto Sun)**  
[Public libraries as custodian of smart city data?](#)

The Toronto Regional Board of Trade has a novel proposal to break the logjam of data policy concerns that threaten to stifle smart-city projects: Let the public libraries figure it out. In a report Wednesday, the Board suggested that the Toronto Public Library be tasked with managing the proposed civic...

National Post , FP5 - 2019-01-10

[Library pegged for data role](#)

The Toronto Region Board of Trade is calling for the Toronto Public Library to oversee and create policies related to data collected at Sidewalk Labs' proposed smart city. But is the library the best place for this? In a 17-page report released Wednesday called BiblioTech (a play on the French...

Toronto Star , GT1 - 2019-01-10

**From:** Tippins, Shawn (INFC)  
**To:** Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC)  
**Subject:** RE: Quayside-related media  
**Date:** January 9, 2019 9:16:53 AM

Just saw it. It had not yet popped-up in my news feeds this morning. See link below. Apologies.  
<https://www.theglobeandmail.com/opinion/editorials/article-globe-editorial-what-are-doug-fords-plans-for-torontos-waterfront/>

**From:** Campbell, Glenn (INFC)  
**Sent:** January 9, 2019 9:04 AM  
**To:** Tippins, Shawn (INFC) ; Faraday-Smith, Nancy (INFC)  
**Subject:** Re: Quayside-related media

Did you see Globe editorial?

Glenn Campbell

613 941 0722 (w)

**From:** Tippins, Shawn (INFC)  
**Sent:** Wednesday, January 9, 2019 9:02 AM  
**To:** Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC)  
**Subject:** Quayside-related media

Hi - this morning's headlines contain a feature interview in Canadian Architect Magazine with Karim Khalifa, the SWL rep heading the 'Buildings' pillar chapter that will deal with tall timber. The article outlines the interesting range of architectural designs and innovations SWL is developing for the QS site, and provides a bit of a preview of what we may see and hear in the planned deep-dive discussion on this area. The other article appears in the HuffPost and is on Bell's plans to ask customers for permission to use their data better tailor promotions and advertising to them. The article contains several quotes from DSAP panellist Teresa Scassa, who was interviewed for the article. In the article Bell reps contend that they would be held to a more stringent account in Canada when it comes to privacy than international companies like Google.

'Building Innovation' with Sidewalk Labs' Karim Khalifa

Canadian Architect: I'd like to understand more about are what you're proposing with mass timber, the concept of the "stoa" on the ground floors, and the underground innovations. Karim Khalifa: From the beginning, the proposal that Sidewalk put together looked at how to create a really sustainable district. Tall timber was...

Canadian Architect - 2019-01-08 17:04 (EST)

Digital Privacy Concerns Arise As Bell Asks Customers To Track Everything They Do Online | HuffPost Canada:

[https://www.huffingtonpost.ca/2019/01/08/bell-canada-tracking-customers\\_a\\_23637290/](https://www.huffingtonpost.ca/2019/01/08/bell-canada-tracking-customers_a_23637290/)

**From:** [REDACTED]  
**Subject:** Waterfront Toronto Daily Media Brief: January 4, 2019  
**Date:** January 4, 2019 10:30:59 AM

## a waterfront for everyone



January 04, 2019

### Waterfront Toronto

#### Online News

#### [IAGLR Publishes Toronto Harbour Remediation Case Study](#)

Water Canada

Date: Jan 03, 2019

**Keywords:** "Toronto Waterfront", "Toronto's waterfront", "Toronto Harbour", Waterfront

According to a study released today by the International Association for Great Lakes Research (IAGLR), decades of cleanup efforts and collaborative planning have turned Toronto's waterfront around, resulting in significant ecological and economic benefits.

#### Print News

#### [Privacy shouldn't be used to 'sabotage' Sidewalk Labs, MP says; Debate heats up over 'smart city' Toronto project](#)

National Post

Date: Jan 04, 2019

**Keywords:** "Waterfront Toronto", "Toronto Waterfront", "Toronto's waterfront", Quayside, Waterfront

As the Sidewalk Labs smart city project on Toronto's waterfront enters a key phase in the first half of 2019, Liberal MP Adam Vaughan is warning that data privacy concerns shouldn't be used to undercut "momentum" for the project.

#### Waterfront Related

#### Online News

#### [Canada's domestic spy agency looking to hire hackers and data scientists](#)

Toronto Star

Date: Jan 03, 2019

**Keywords:** network

Canada's domestic spy agency is in the market for hackers. The Canadian Security Intelligence Service (CSIS) wants to hire a "network exploitation analyst" to assist the agency in "cyber investigative activities."

#### [N.W.T. gov't threatens legal action over website alleging privacy breach](#)

CBC News

Date: Jan 03, 2019

A former manager with the Northwest Territories government says he's been threatened with legal action after he published a website alleging a breach of government privacy along with personal information about his former colleagues.

**From:** [Gillis, Kelly \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#); [Peets, Gerard \(INFC\)](#)  
**Cc:** [Eyre, Jennifer \(INFC\)](#)  
**Subject:** Re: Adam Vaughan quoted in NP  
**Date:** January 4, 2019 9:06:15 AM

Tks [REDACTED]

Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** Campbell, Glenn (INFC)  
**Sent:** Friday, January 4, 2019 9:00 AM  
**To:** Gillis, Kelly (INFC); Peets, Gerard (INFC)  
**Cc:** Eyre, Jennifer (INFC)  
**Subject:** Fw: Adam Vaughan quoted in NP

FYI

Glenn Campbell  
 [REDACTED]

613 941 0722 (w)

**From:** Tippins, Shawn (INFC)  
**Sent:** Friday, January 4, 2019 8:47 AM  
**To:** Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC)  
**Subject:** Adam Vaughan quoted in NP

See NP article by James McLeod in Today's headlines quoting Liberal MP Adam Vaughan on the SWL project. He comes out strongly against the DF gov't and tech activists (Wylie et. al.) that have been criticizing the project. Below are his quotes. Both Monte McNaughton's office and Tech Reset Canada have responded to Vaughan's comments in same the article with statements of their own. See link to full article further below.

"Doug Ford has been trying to sabotage Waterfront Toronto since the days he was on city council and I was on council with him," Vaughan said. "He has never won the argument with serious city planners on his vision for the waterfront, but you know, with a couple high-tech activists and a really flimsy, poorly written auditor's report, he's got the cover he needs to reverse 25 years of good, solid work and 40 years of dreaming on the Toronto waterfront, and I'll be damned if I surrender that just because you don't like the way Google or Facebook or Twitter handles personal data."

"I'm nervous that they're going to stall Waterfront Toronto and in doing so, hand over to casino operators and Doug Ford some of the most important real estate in the country, all because they don't like Google," Vaughan said.

"It puts at risk the city's waterfront, and that's a 40-year project to which many of these players - Bianca included - are new to the conversation."

[Privacy shouldn't be used to 'sabotage' Sidewalk Labs, MP says](#)

As the Sidewalk Labs smart city project on Toronto's waterfront enters a key phase in the first half of 2019, Liberal MP Adam Vaughan is warning that data privacy concerns shouldn't be used to

undercut "momentum" for the project. Vaughan's riding covers the Quayside district just east of the downtown...  
National Post , FP6 - 2019-01-04

Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Subject:** FW: Waterfront Toronto 5 Year Strategic Plan  
**Date:** December 21, 2018 10:00:00 AM

---

**From:** Marisa Piattelli [<mailto:MPiattelli@waterfronttoronto.ca>]

**Sent:** December 20, 2018 10:06 PM

**To:** David Stonehouse ; Brett Howell ; Mike Yu ; [wendy.ren@ontario.ca](mailto:wendy.ren@ontario.ca); Whitehead, Cam (MOI) ; 'Adam Redish' ; Campbell, Glenn (INFC) ; Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC) ; Gillis, Kelly (INFC) ; Chris Murray [REDACTED]@ontario.ca

**Cc:** Michael Nobrega ; Lisa Taylor ; Edward Chalupka ; Cameron MacKay ; Andrew Tumilty

**Subject:** Waterfront Toronto 5 Year Strategic Plan

Attached is Waterfront Toronto's Five Year Strat Plan. The Plan was approved by WT's Board on December 6<sup>th</sup>. We look forward to following up on any aspect of the plan with you. On behalf of Michael Nobrega, Lisa Taylor and the senior management team, I would like to thank you for engagement and very constructive feedback on the plan. Best wishes for the holidays. Marisa Piattelli

Chief Strategy Officer

Waterfront Toronto

[mpiattelli@waterfronttoronto.ca](mailto:mpiattelli@waterfronttoronto.ca)



**From:** [Tippins, Shawn \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Cc:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Subject:** FW: DSAP and media  
**Date:** December 18, 2018 9:24:43 AM

See below link to the article in question: It's an interview with MioVision CEO Curtis McBride. [REDACTED]

McBride is quoted as saying the process was "flawed" from the start due to a lack of understanding by Waterfront Toronto - which represents the city, province and federal government - about how digital architecture can impact business models. "What happened was (Waterfront Toronto) said "we don't understand this technology stuff, so we're going to bring in one of the biggest technology companies in the world (Sidewalk/Alphabet) and we're going to have them run a process to discover what this architecture should look like," he says. What should have happened was a procurement process where the public first declared "this is what we want to buy, why, and this is how it should be structured" followed by a search for a firm to carry that vision forward, McBride says.

He warns that Waterfront Toronto, the city, province and federal government, need to focus more on the potential "economic value creation" of data. His solution for this is that the proposed trust should control the source code, the base layer for the exchange of smart city data, rather than the data itself – and to make the source code open source - publicly controlled and governed.

<https://www.infomedia.gc.ca/infrastructurecanada/en/2018/12/17/216165195>

**From:** Campbell, Glenn (INFC)  
**Sent:** December 18, 2018 8:50 AM  
**To:** Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC)  
**Subject:** DSAP and media

What did a DSAP member say in star? [REDACTED]

Glenn Campbell  
[REDACTED]

613 941 0722 (w)

**Renshaw, Brett (INFC)**

**From:** Campbell, Glenn (INFC)  
**Sent:** December 17, 2018 9:55 PM  
**To:** Gillis, Kelly (INFC); Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC); Peets, Gerard (INFC); Tremblay, Jenny (INFC)  
**Cc:** Eyre, Jennifer (INFC); Mitchell2, Lisa (INFC)  
**Subject:** Public Radio International - piece on SWL and WFT

Can read part of transcript or listen to podcast. [REDACTED]

Familiar themes, just playing out in UK based PRI public radio network, syndicated globally.

**A Google affiliate is planning a 'smart' neighborhood in Toronto. Local opposition is growing.**

**PRI's The World**

Monday, December 17, 2018 - 2:00pm

By Lydia Emmanouilidou



Canada's Prime Minister Justin Trudeau and Sidewalk Labs CEO Dan Doctoroff, right, smile as they look at city models built by children before a press conference where Alphabet Inc., the owner of Google, announced the project "Sidewalk Toronto," which will develop an area of Toronto's waterfront using new technologies to develop high-tech urban areas in Toronto, Ontario, Canada, Oct. 17, 2017.

Credit:

Mark Blinch/Reuters

A little over a year ago, Daniel Doctoroff, Chairman and CEO of Sidewalk Labs, Google's sister company, took the stage at a town-hall-style meeting in Toronto, Canada.

It was the first in a series of forums co-hosted by Sidewalk Labs to keep the Toronto community in the loop about what they wanted to create there: a neighborhood built from "the internet up."

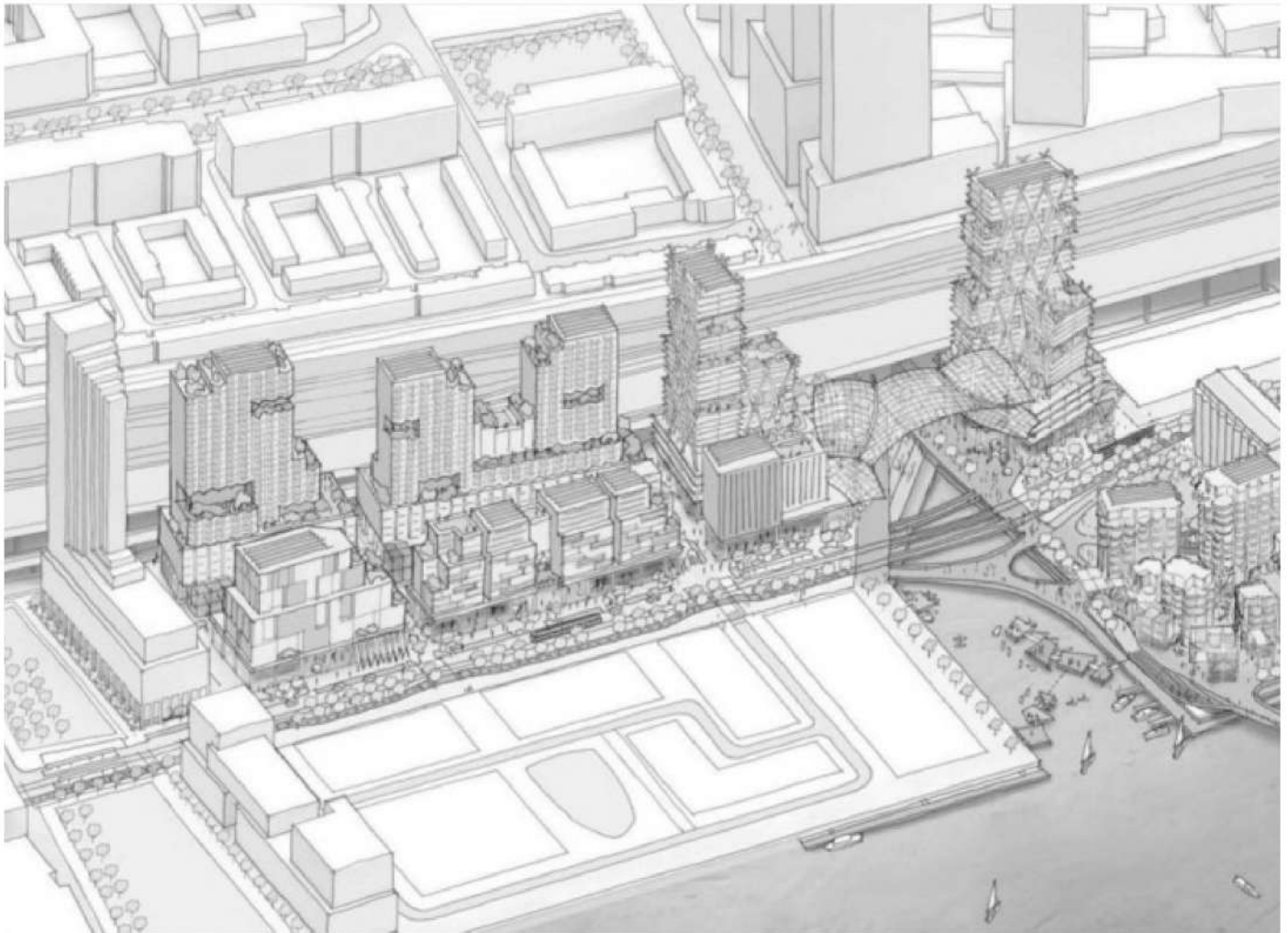
"We started with a thought experiment, basically," Doctoroff told the crowd during that November 2017 meeting. "If you could create a city, or a district, or a neighborhood in the internet era, what would it be? We brought together experts from all over the world."

And they became convinced, Doctoroff said, that they could "take truly visionary urban planning, mix it together with cutting-edge technology" and begin to alleviate some of the biggest headaches that come with living in a city: traffic, unaffordable housing, pollution and threats to public safety.

"We then decided that what we wanted to do was find the best place to partner to try and explore these ideas," Doctoroff said. "And out of the entire world, the single place that we thought was the best was Toronto."

In the deal, Sidewalk Labs got a unique opportunity to test out its ideas about data-rich living IRL — in real life — in Toronto.

Just a few months before, the Google affiliate had responded to a request for proposals put out by a Canadian agency looking for a partner to come up with a plan and funding for a 12-acre parcel of land on Toronto's Eastern Waterfront. It won.



In the Quayside site plan documents, Sidewalk Toronto shows a dense city with many kinds of infrastructure — high rises, pedestrian crossings and more.

Credit:

Courtesy Sidewalk Toronto, Quayside site plan

In its initial vision plan, released to the public in October 2017, Sidewalk Labs imagined a futuristic neighborhood “with connectivity designed into its very foundation.” It would have everything from self-driving shuttles to buildings created from sustainable materials to delivery robots and drones and adaptive traffic lights that would predict traffic patterns. It would be data-driven and that data would be used to improve almost every aspect of everyday life.

***Related:*** *Google workers around the world protest its corporate culture*

That utopian urban dream sounded more like a nightmare to many in the Toronto area, including David Murakami Wood, an associate professor at Ontario’s Queen’s University, who researches smart cities, security, and surveillance.

“I do not think that tech corporations are the appropriate organizations to be managing our cities,” Murakami Wood said.

He recounts the period when Sidewalk Labs first arrived in Toronto with resentment: an American company with ties to Silicon Valley had parachuted in to disrupt a city that didn't want to be disrupted.

"It felt like ... being lectured by a load of New Yorkers about how Toronto could be better," Murakami Wood said. "I think that put a lot of people's backs up in Toronto."

(Sidewalk Labs is headquartered in Manhattan, and Doctoroff spent seven years as deputy mayor of New York City starting in 2001.)

But what most bothers Murakami Wood and many others opposed to this project is how Sidewalk Labs ended up in Toronto.

The agency that chose Sidewalk Labs as its partner in this project is not a government agency. Waterfront Toronto is a public corporation, created by the governments of Toronto, Ontario, and Canada in the early 2000s. Its mandate is to develop an 800-acre expanse of land that sits on the edge of Lake Ontario. Sidewalk Labs won the bid to come up with plans for a small slice of that parcel.

"That is not the way things should be done. There should be a participatory process which comes from the bottom up, it should be dealt with through democratic processes," Murakami Wood said.

Waterfront Toronto has repeatedly stood by its selection process. But criticism of it has been growing in recent weeks.

***Related:** This Google engineer was asked to create a censored version of Google News for China. He refused.*

In a report released earlier this month, Ontario's auditor general slammed Waterfront Toronto for its handling of the selection process, writing that the agency gave Sidewalk Labs access to more information than other bidders and that it entered into an agreement with the company "without sufficient due diligence and provincial involvement."

The project is also raising a lot of concerns about data collection and privacy.

"We are in no way ready to manage this type of project where it's being discussed as a smart neighborhood where there's gonna be sensors and data collection everywhere," said Bianca Wylie, a Toronto resident and the founder of the advocacy group Tech Reset Canada. "We never talked about having a smart city. We never talked about being the test bed for a company that's a Google affiliate."

Wylie and others involved with Tech Reset Canada have been holding a series of discussions around what this project would mean for Toronto.

In the wake of intense backlash since releasing its first plan last year, Sidewalk Labs has tried to walk back some of the features that would make this smart neighborhood, well, smart. But there are still a lot of questions about how the data of those who live and work in the neighborhood — as well as those who visit — would be collected and used.

**Related:** *EU launches new data privacy rules amid enforcement uncertainty*

Several people have distanced themselves from the project or outright quit over these concerns.

Ann Cavoukian, Ontario's former privacy commissioner who now heads the Privacy by Design Centre of Excellence at Ontario's Ryerson University, is one of them. Cavoukian was approached early on to become a consultant on this project.

"I was delighted because I wanted it to be a smart city of privacy, not a smart city of surveillance," she said.

Cavoukian is not against data collection. But she worried that in this smart city environment, there would be no real opportunity for people to opt out of having their data collected.

"You would know ... who's going where ... license plate numbers, individuals going from point A to [point] B at what times of day. It would be unthinkable," she said. "So because of that, I said all the data collected from sensors and other technologies must be de-identified or anonymized at source — meaning, the minute it's collected, you have to scrub it for all personal identifiers, and then you can use the data but it won't be about any identifiable individuals, it'll just be generic data."

Sidewalk Labs agreed to de-identify all data collected. But the company told Cavoukian it couldn't guarantee everyone else involved in the project would do the same.

"And the minute I heard that I knew I had to resign," Cavoukian said. "I had to do it because I had to make a statement that this was not acceptable."

Sidewalk Labs is expected to release its final master plan for the neighborhood in the spring of 2019. Some critics in Toronto say there's nothing that can be done to change their minds and that they want to see the project scrapped altogether.

**Related:** *The new DHS plan to gather social media information has privacy advocates up in arms*

"We see absolutely no reason to push the reset button and restart this process," said Kristina Verner, vice president of innovation, sustainability, and prosperity for Waterfront Toronto.

Verner says she wishes critics understood one thing: This is not a done deal.

It may turn out that Waterfront Toronto decides not to move forward with Sidewalk Lab's plan for the neighborhood.

Regardless of what happens, though, the experience in Toronto shows just how tricky it can be to bring a smart city online.

Begin forwarded message:

**From:** Glenn Campbell [REDACTED]  
**Date:** Dec 17, 2018 at 8:37 PM  
**To:** Glenn Campbell <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>  
**Subject:** Wft media

<https://www.pri.org/stories/2018-12-17/google-affiliate-planning-smart-neighborhood-toronto-local-opposition-growing?amp>



**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Cc:** [Boudreau, Marcia \(INFC\)](#); [Ladouceur3, Natalie \(INFC\)](#); [Zewede, Heywet \(IC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Subject:** RE: Notes from RT #4  
**Date:** December 17, 2018 1:41:00 PM

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Please send hard copies to DMO  
Check a few typos

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**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** December 14, 2018 11:08 AM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Boudreau, Marcia (INFC) ; Ladouceur3, Natalie (INFC) ; Zewede, Heywet (INFC) ; Tippins, Shawn (INFC)  
**Subject:** FW: Notes from RT #4

Glenn –

See below our collective notes from Roundtable #4 held last Saturday. I've bolded the more pertinent items or interventions. I'll bring a hard copy of this to your office.

Nancy

---

On December 8, 2018, WT and SWL hosted the fourth public roundtable meeting on the Quayside project. The roundtable was a full-day meeting where participants had the opportunity to attend a morning and/or afternoon session (both with the same agenda) to learn about and discuss key details being considered for the draft Quayside MIDP. The program had four breakout sessions, each running twice in the morning and twice in the afternoon. The four break-out sessions were focused on:

- Quayside site plan and transportation
- Affordable housing and social infrastructure
- Digital governance
- Sustainability

#### **OPENING PLENARY**

WT Chief Development Officer Meg Davis presented on the assessment process for the MIDP, including the objectives and criteria against which the MIDP will be assessed (see attached). SWL Director of Public Realm, Jesse Shapins, then presented on the concept site plans for Quayside, which emphasized proposed design and technology innovations and that reiterated SWL's commitment to its proposed data governance framework.

Q&A sessions following the morning and afternoon plenary presentations saw the following questions asked from the audience:

#### **A.M. Plenary Q&A session:**

- What are the priority outcomes for social infrastructure against which the MIDP will be assessed?  
Meg Davis responded that that affordable housing targets, complete communities approach are "must haves" for the MIDP and are specified as RFP requirements.
- How will the project address water pollution in Lake Ontario? SWL's response suggested that the site plan proposed to increase residents' engagement with the lake which would increase awareness and sensitivity to environmental.
- How will Quayside connect to the planned Don River Valley Park (WT's response covered its plans for the Waterfront promenade, Silo Park and bridge connections from Quayside to Promontory



Park.

- [REDACTED] asked WT how much of MIDP it has seen so far, and how many pages it is expected to be. Meg Davis responded that WT has seen have seen a few early draft chapters on some elements, and that the complete MIDP would be in the order of a few hundred pages or more. [REDACTED] also asked if WT would make the MIDP publicly available immediately upon receipt of a full draft, to which Meg clarified that WT would first review and provide feedback to SWL, as would governments, to assure the draft would be free of any clear-nonstarters and in suitable shape for public review.
- A representative from organized labour (carpenters union) praised the site plan and tall timber aspect and asked about workforce development, including how to bring more people into the trade (given the already booming city) and reach out to the younger generation to make sure they have the skills needed for future?. SWL responded that it is working closely with the building trades on these questions.
- How will Quayside incorporate outdoor activities in the winter? SWL responded that year-round use of outdoor space remains a big priority, and that the intends to leverage technology innovations like building raincoats and proposed seasonal programming to make the outdoor space in the neighborhood accessible all-year long.
- [REDACTED] asked if SWL is going to buy the land from Toronto? Meg Davis responded that WT owns most of the land, and that the PDA specifies that there are no plans to do land transfer. Other opportunities will be part of the business case that's under development. The Business Case(s) proposed by SWL will be subject to implementation analyses by both WT and Governments.

**P.M. Plenary Q&A session (repeated presentations from the morning)**

- The proposed project contains many confusing acronyms. Will a glossary of terms be developed for the project? SWL responded yes this is being done.
- **What clarity can be provided on SWL's business model?** SWL responded that this is still under development as part of MIDP but likely contain revenue models in the areas of infrastructure finance, limited real estate development, some IP shared with City for technology that may be piloted on Quayside.
- What does privacy by design mean? SWL explained that that this is a concept that embeds privacy at the outset of any approach to new technology.
- What are the data ownership considerations around the project? SWL re-iterated that it doesn't plan on owning any of the data and that it intends to rely on government open data portals, etc. to the extent possible. SWL referenced its proposal around open data standards,
- who will own and fund the affordable housing? No transaction yet established, looking at economics of delivery, there are models to work through with the city including whether there affordable housing units would be directly city-wned, involve a city-pwned agency, a not-for-profit-entity of a private entity.
- Would the bridge for the Keating channel affect access by the marine industry? SWL responded that nothing proposed would affect marine uses permitted in the area.
- On affordable housing and school, what would be the trade-off on data collection, including collecting data involving children? SWL will abide by all legislation and policy related to data collection for all persons. There would be no greater demand for data from affordable housing residents.
- Has this model been shown to be a feasible business model? Want to make sure that technologies

are replicable (scaleable)

#### **A.M. MOBILITY BREAKOUT**

- presentation by SWL emphasized putting people and public realm first
- WT referenced its desire to work with governments to accelerate delivery of LRT to Queens Quay/Quayside and area

#### **Q&A**

- **Participants asked for more detail on LRT plan, e.g. money? Value capture is a well-known principle to get transit built; looking for innovative financing schemes to make this happen**
- routing approaches...SWL working on multi-modal trips but acceleration of LRT would bring huge benefit
- heated sidewalks (want to make sidewalks a vibrant place year round)
- autonomous vehicles (safety will come first)
- what lessons from Queens Quay

#### **A.M. SOCIAL INFRASTRUCTURE / AFFORDABLE HOUSING BREAKOUT**

- WT Social Infrastructure presentation by Michael Wolfe, Innovation and Prosperity Manager. Presentation covered creating dynamic and diverse communities as per 2003 Central waterfront Secondary Plan; Requirements of 2015 City of T.O. Official Plan, 2016 TOcore req'ts; MIDP evaluation objectives for Inclusive Communities and Workforce Development Strategy.
- SWL Social Infrastructure Presentation by Alexis Wise and Ariel Kennan – outlined physical spaces in site plan for arts & culture, civic life, health & well-being, elementary school and child care. Looked at exploring pilot opportunities with the T.O. Public Library for programming and service delivery, and digital tools that can complement spaces and services on offer.
- WT Housing affordability presentation by Sumeet Ahluwalia, development Manager, covered affordable housing outcomes MIDP has to meet. SWL housing affordability presentation by Annie Greenbaum and Annie Koo covered SWL's various proposed affordable housing targets and mix (including 5% new shared equity affordable home-ownership option, and 5% shared amenity communal housing approaches, 40% 2+BR family housing units)

#### **Q&A**

- **asked if SWL could comment on its efforts to lobby the Public Health Agency of Canada (SWL reps were unable to answer)**
- Concerns that surfaced from the table discussions included whether the Quayside site would have a homeless shelter, which SWL reps confirmed was not part of the proposal.
- Another table asked whether spaces and facilities would be dedicated to servicing the needs of newcomers/immigrants. Others asked if physical spaces on the site would be dedicated for different worship practices. SWL reps' responses were unspecific but took these questions under advisement. Still others asked if appropriate consideration had been given to the access needs of the disabled.
- Many questions were surfaced at tables around the various affordable housing targets contained in the proposal and the methodology used to determine / achieve them. People asked many questions about how rent structures may be determined, the role of property taxes, and of public and non-profit organizations like TOcore and the Toronto Community Housing Corporation.

#### **A.M. / P.M. DIGITAL GOVERNANCE BREAKOUTS**

- WT (Kristina Verner) provided overview of WT's implementation requirements, etc.
- SWL (Alyssa Harvey-Dawson, General Counsel) provided an overview of four digital governance

framework components; and pointed to 3 use cases that tables could discuss: transportation, building efficiency, and public life. SWL lawyer and specialist in ethics of AI Chelsea Colbert was on hand to acts a facilitator. [REDACTED] were on hand to act as facilitators.

**Q&A:**

- [REDACTED] noted that a smart city was never outlined as an RFP requirement, and asked whether it was prudent or in the public interest to have a public education conversation such as this on digital/data governance to simply comply with a vendor-driven timeline/deadline? Kristina responded that although SWL lineage is tech based, theirs is not solely a smart city proposal. She also affirmed that although the order of operations for discussions may not have been perfect in the past, discussions are now going in the right direction.
- One table dealing with the public life discussion asked how data that would be collected and used at Quayside would compare to data being collected and used by the City in the rest of the City.
- Other tables mostly voiced the need to get over-arching principles and tenets on data governance right first before getting into specific implementation scenarios.

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Cc:** [Tippins, Shawn \(INFC\)](#); [Coffin, Erin \(INFC\)](#)  
**Subject:** RE: Staffing Announcement – Deputy City Manager, Infrastructure and Development Services  
**Date:** December 14, 2018 5:44:00 PM

Thanks

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** December 14, 2018 10:22 AM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC) ; Coffin, Erin (INFC)  
**Subject:** FW: Staffing Announcement – Deputy City Manager, Infrastructure and Development Services

Glenn – see below FYI. New deputy city manager replacing Lou Di G.

**From:** David Stonehouse [<mailto:David.Stonehouse@toronto.ca>]  
**Sent:** December 14, 2018 10:18 AM  
**To:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>; Wendy Ren <[Wendy.Ren@ontario.ca](mailto:Wendy.Ren@ontario.ca)>; Edward Chalupka [REDACTED] <[\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)>  
**Subject:** Fwd: Staffing Announcement – Deputy City Manager, Infrastructure and Development Services  
 FYI, new Deputy City Manager. David

Sent from my iPhone

Begin forwarded message:

**From:** Strategic Communications <[stratcom@toronto.ca](mailto:stratcom@toronto.ca)>  
**Date:** December 13, 2018 at 8:06:28 PM EST  
**To:** Strategic Communications <[stratcom@toronto.ca](mailto:stratcom@toronto.ca)>  
**Subject: Staffing Announcement – Deputy City Manager, Infrastructure and Development Services**

**TO:** Mayor John Tory and Members of City Council  
 Deputy City Managers  
 Division Heads  
 All Staff in Infrastructure & Development Services  
 Accountability Officers

**FROM:** City Manager, Chris Murray  
**SUBJECT: Staffing Announcement – Deputy City Manager, Infrastructure and Development Services**

Following an extensive internal search in which we saw many extraordinary candidates, I am pleased to announce that Tracey Cook has agreed to take on the role of Deputy City Manager, Infrastructure and Development Services (DCM, IDS), effective January 30, 2019. Tracey will report to me and will be located at City Hall.

As those of you who have worked with her know, Tracey is a strong, innovative leader and team builder who is fiercely passionate about the

City of Toronto. As Executive Director of Municipal Licensing and Standards, a position she has held since 2012, Tracey provided strategic leadership to a very diverse division responsible for the delivery of business licensing, regulatory compliance, animal care, bylaw enforcement activities and complex public-facing policy initiatives. Her ability to tackle sensitive and complicated issues as well as her experience working with other City divisions, agencies and external organizations will no doubt serve her well in her new role. During this pivotal time as we start a new Council term, it will be beneficial to have a transformational and experienced leader like Tracey serving on my team.

Tracey's professional accreditations include an Executive MBA (in progress) from Queen's University, a Certificate in Public Sector Leadership from Queen's and a Certificate in Business Management from Ryerson University. Her achievements include a Queen's Golden Jubilee Medal, a Toronto Police Service Chief of Police Award and two City Manager's Awards of Excellence in the Innovation and Partners categories, among other accolades.

Prior to joining the City, Cook worked as a Vice-President at Securitas Security Services, where she led a business division comprised of more than 170 clients, 1,100 employees and over \$30 million in revenue, and previously as Director, Canadian Field Security Operations at Coca-Cola Bottling Company, where she served as the first security professional for the Canadian business unit of Coca-Cola Enterprises. Before that, Cook worked for the Toronto Police Service. She ended her 18 years of service as a detective in the Fraud Squad, where she supervised a team of officers responsible for investigating criminal offences against vulnerable persons and seniors.

As Deputy City Manager, Infrastructure and Development Services, Tracey will work in collaboration with Giuliana Carbone, DCM, Community and Social Services, Josie Scioli, DCM, Corporate Services, and Chief Financial Officer Heather Taylor to assist me in overseeing the Toronto Public Service's work on behalf of the residents and businesses of Toronto and achieving City Council's objectives.

I would like to take this opportunity to offer my thanks to Lou Di Gironimo, who has served us so well as Interim Deputy City Manager for the past nine months, providing stability in this important role while we conducted our search. While in the Interim role, Lou has been a valuable and dedicated member of the senior leadership team managing new and emerging issues with transit and the waterfront in addition to his regular duties. Lou is looking forward to returning to his role as General Manager of Toronto Water and I look forward to working with him in future. Please join me in congratulating Tracey on her new role and wishing her the best.

Chris Murray  
City Manager

**From:** Campbell, Glenn (INFC)  
**To:** Gillis, Kelly (INFC)  
**Cc:** Eyre, Jennifer (INFC)  
**Subject:** Re: Statement on WT BoD by Infrastructure Canada  
**Date:** December 8, 2018 9:29:55 AM

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Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** Gillis, Kelly (INFC)  
**Sent:** Saturday, December 8, 2018 8:36 AM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Eyre, Jennifer (INFC)  
**Subject:** Re: Statement on WT BoD by Infrastructure Canada

---

Thanks [REDACTED]

Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** Campbell, Glenn (INFC)  
**Sent:** Saturday, December 8, 2018 7:04 AM  
**To:** Gillis, Kelly (INFC)  
**Cc:** Eyre, Jennifer (INFC)  
**Subject:** Fw: Statement on WT BoD by Infrastructure Canada

---

Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** Hobbs, Joshua (INFC)  
**Sent:** Saturday, December 8, 2018 12:11 AM  
**To:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC); Campbell, Glenn (INFC)  
**Cc:** Marchildon, Caroline (INFC)  
**Subject:** Statement on WT BoD by Infrastructure Canada

---

Our Minister's Office is quoted as being supportive of the federal directors. This is in response to a media call.

<https://www.google.ca/amp/s/www.theglobeandmail.com/amp/canada/toronto/article-ottawa-and-toronto-stand-by-waterfront-toronto-board/>

Sent from my mobile device



**From:** [Kristina Verner](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Subject:** Re: Urgent  
**Date:** December 6, 2018 10:39:04 PM

---

Apparently he may be able to continue to serve as CEO.

kristina.verner | vice president, innovation, sustainability & prosperity | Waterfront Toronto |  
1310-20 bay street | toronto ON M5J 2N8 | [REDACTED] | [kverner@waterfronttoronto.ca](mailto:kverner@waterfronttoronto.ca) |  
[www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)

---

**From:** Kristina Verner  
**Sent:** December 6, 2018 10:36:30 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** Re: Urgent

No - I only found out when Josh requested a comment. I'll pass on anything I learn....

---

**From:** Campbell, Glenn (INFC)  
**Sent:** December 6, 2018 10:33:15 PM  
**To:** Kristina Verner  
**Subject:** Re: Urgent

I did. [REDACTED] do we know when effective? Perhaps a transition for him?

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Kristina Verner  
**Sent:** Thursday, December 6, 2018 10:29 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** Urgent

---

Ontario government to fire three Waterfront Toronto directors over Sidewalk Labs smart city partnership

JOSH O'KANE TECHNOLOGY REPORTER

PUBLISHED 13 MINUTES AGO

UPDATED DECEMBER 6, 2018

FOR SUBSCRIBERS

The Ontario government plans to fire the three provincially appointed directors on the board of Waterfront Toronto over frustrations about its governance, including the handling of its proposed smart-city development with Google affiliate Sidewalk Labs.

The firings would mark the first significant public government intervention in a widely criticized partnership with Sidewalk Labs, a subsidiary of Google parent Alphabet Inc. Waterfront Toronto is a development agency representing all three levels of government, each of whom can appoint four board members at a time.

The board members to be fired are chair Helen Burstyn, veteran investment executive Michael Nobrega – who is Waterfront Toronto's acting chief executive, and University of Toronto

president Meric Gertler. They were notified shortly after 9 p.m. Thursday, said a source close to the Ontario cabinet who was briefed on the plan, but was not authorized to speak on the record. Ms. Burstyn confirmed Thursday night that she had received a call from Infrastructure Minister Monte McNaughton that the provincial appointments would be revoked.

#### STORY CONTINUES BELOW ADVERTISEMENT

All of the affected board members were appointed by the previous Ontario Liberal government. The subsequent openings will give the governing Progressive Conservatives a chance to shape their role in the agency.

The first-of-its-kind project, called Quayside, has been challenged by Canadian technology leaders, including Jim Balsillie, over how it would address issues that would come with building a neighbourhood with digital technology at its core, such as data ownership, privacy and innovation opportunities. This week, the province's Auditor-General shared those criticisms and also said that some bidders, including Sidewalk Labs, may have had an unfair advantage in winning the project, that some timelines were rushed, and that the project required more government oversight.

The source said removing the provincially appointed directors was a first step in addressing what the Ford administration saw as governance problems with the project, particularly after reviewing the Auditor-General's report on Waterfront Toronto. The province plans to add four new members to the board, to be named later. (While the board usually has four provincial appointees, one member, Julie Di Lorenzo, resigned in the summer out of frustration with the Sidewalk Labs smart-city partnership.)

The source cited as factors several of Auditor-General Bonnie Lysyk's criticisms of Waterfront Toronto, including cost overruns on earlier projects; the lack of provincial oversight on the Quayside project; and timelines that appeared rushed. This includes the three-day timeline the board was given to review the initial agreement before its signing.

The source added that cabinet would use its authority to remove the appointees.

On Wednesday, Mr. McNaughton, who handles the file for the province, had promised to take "decisive action" on the project after receiving the Auditor-General's report.

#### STORY CONTINUES BELOW ADVERTISEMENT

In a phone interview late Thursday, Ms. Burstyn said she had found the Auditor-General's report was "quite reasonable," and that being let go by the province was "certainly one option I was anticipating" as she saw people in other provincial positions removed by the Ford government. She said she was thankful for the chance to develop and open more of the waterfront for the public, and wished her colleagues well. "I've been fortunate to sit on the board of many organizations, and I want to be clear that the staff and board members of Waterfront Toronto are second to none."

The Globe and Mail reached out to Mr. Nobrega and Mr. Gertler for comment late Thursday, as well as Waterfront Toronto and Sidewalk Labs, but they did not respond before publication.



The decision to fire the board members comes at the end of a turbulent week for Ontario Premier Doug Ford. He has faced criticism for the appointment of a family friend as the Ontario Provincial Police Commissioner – which he has said he had nothing to do with – while Hydro One Ltd.’s \$4.4-billion acquisition of Avista Corp. was blocked by Washington State regulators, who cited potential political interference from Ontario as their reasoning.

Ms. Burstyn’s and Mr. Gertler’s three-year board terms are set to expire next year, while Mr. Nobrega was appointed in April this year. He took over as acting CEO after his predecessor, William Fleissig, resigned in July. The source said the province would not interfere in Mr. Nobrega’s acting CEO role.

Mr. Nobrega took on the acting CEO role at a high-stakes time in the middle of planning the Quayside project; at a board meeting Thursday morning, Ms. Burstyn and other directors at several points took moments to thank him for the additional work he has taken on.

The city and province each have the ability to appoint one elected official to the board, although the province has never selected a sitting politician. The government source said it was unclear whether the PCs would include a politician in their new appointees.

STORY CONTINUES BELOW ADVERTISEMENT

The Quayside project is contingent on a board vote over a not-yet-completed “master innovation and development plan” late next year. If it passes, many parts of it will need approvals from all three levels of government.

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Subject:** Fw: WT and AG report  
**Date:** December 6, 2018 1:25:43 PM

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Sent from my BlackBerry 10 smartphone on the Rogers network.

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**From:** Marisa Piattelli  
**Sent:** Thursday, December 6, 2018 1:24 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** WT and AG report

---

Hi Glenn, was there a federal statement on the AG report? Thanks.

**From:** [Cassandra Wilson](#)  
**Subject:** Waterfront Toronto Daily Media Brief: December 6, 2018  
**Date:** December 6, 2018 10:29:12 AM

## a waterfront for everyone



December 06, 2018

### Waterfront Toronto

#### Online News

#### [Ontario auditor-general warns Waterfront Toronto to slow down project with Google-affiliate Sidewalk Labs](#)

The Globe and Mail

Date: Dec 05, 2018

**Keywords:** "Waterfront Toronto", "Toronto's waterfront", Quayside, Waterfront, "William Fleissig", "Julie Di Lorenzo"

Ontario's auditor-general has found that Waterfront Toronto gave Google affiliate Sidewalk Labs preferential treatment in its selection for a partner to build a proposed smart-city community on the city's eastern lakefront, rushing numerous parts of the process with insufficient government oversight.

#### [There's still a long road ahead for Sidewalk Labs' Toronto project](#)

The Globe and Mail

Date: Dec 05, 2018

**Keywords:** "Waterfront Toronto", Quayside, Waterfront, "Will Fleissig", "Marisa Piattelli"

Google is not taking over. That much is clear about the deal between Sidewalk Labs, a Google sister company, and three levels of government to pursue a smart city development in Toronto.

#### [Highlights of Ontario's auditor general's report](#)

National Post

Date: Dec 05, 2018

**Keywords:** "Waterfront Toronto", Waterfront, network"

Lysyk says stakeholders in the Waterfront Toronto-Sidewalk Labs smart-city project should take precautionary measures and conduct additional studies to decide whether the project, which has raised many privacy concerns.

#### [Ontario Auditor General Report finds Wynne's 'free' tuition scheme far more expensive than promised](#)

Toronto Star

Date: Dec 05, 2018

**Keywords:** "Waterfront Toronto", "Toronto's waterfront", Waterfront, "Port Lands"

Former Liberal premier Kathleen Wynne's signature "free" college and university tuition plan could soon cost \$2 billion annually, a staggering 50 per cent higher than previous estimates, the provincial auditor general has found.

#### Auditor general's report urges province to 'reassess' Quayside project

Toronto Star

Date: Dec 05, 2018

**Keywords:** "Waterfront Toronto", "Queens Quay", Quayside, "queens quay", Waterfront, "Meg Davis", "Denzil Minnan-Wong"

Ontario's auditor general wants the provincial government to "reassess" whether it's appropriate for Waterfront Toronto to "act on its own" in making commitments and finalizing a long-term partnership with Sidewalk Labs concerning the controversial Quayside project.

#### Waste, incompetence define Auditor findings on Liberals

Toronto Sun

Date: Dec 05, 2018

**Keywords:** "Waterfront Toronto", Quayside, Waterfront

They cite everything from lax financial oversight of student grants to concerns about protecting the privacy of residents' confidential data in Waterfront Toronto's deal with Google-affiliated Sidewalk Labs.

#### Metrolinx spending millions on LRT cost overruns, auditor general says in latest report

 CBC News

Date: Dec 05, 2018

**Keywords:** "Waterfront Toronto", Facility", Waterfront

Waterfront Toronto, created in 2002 to oversee the development of the city's waterfront, has only directly developed some 5 per cent of publicly owned waterfront land deemed "developable."

#### Waterfront Toronto provided information to Sidewalk Labs ahead of Request for Proposals, Ontario AG says

The Logic

Date: Dec 06, 2018

**Keywords:** "Waterfront Toronto", Waterfront

Waterfront Toronto admitted it provided information in advance to Sidewalk Labs before publicly issuing the Request for Proposals (RFP) that resulted in the latter winning the right to develop a smart-city district on Toronto's lakeshore.

#### Ontario Auditor General's report criticizes Waterfront Toronto

Global News

Date: Dec 05, 2018

**Keywords:** "Waterfront Toronto", Waterfront

Ontario Auditor General Bonnie Lysyk discusses the 2018 annual report, noting Waterfront Toronto has failed in certain aspects while the Google Sidewalk Labs project needs proper oversight.

### Ontario AG audit finds public spending hasn't brought "anticipated benefits"

iHeart Radio

Date: Dec 05, 2018

**Keywords:** "Waterfront Toronto", "Waterfront Revitalization", Waterfront

The report found a ton of structural factors that kept Waterfront Toronto from delivering its mandate, including the three levels of governments only giving it one per cent of the land it was tasked to revitalize.

### Ontario auditor general concerned with Toronto Sidewalk Labs project

Mobile Syrup

Date: Dec 05, 2018

**Keywords:** "Waterfront Toronto", Waterfront

Ontario's auditor general says Google's Sidewalk Labs was given preferential treatment and warns development agency Waterfront Toronto to take a step back on its partnership with the company.

### Ontario Auditor General highlights several concerns regarding Waterfront Toronto's handling of Quayside

Betakit

Date: Dec 05, 2018

**Keywords:** "Waterfront Toronto", Quayside, Waterfront, "Wider Waterfront"

In its current agreement, Sidewalk Labs and Waterfront Toronto must jointly issue RFPs to developers working within the area. However, Waterfront Toronto's current procurement policies are required to comply.

### Auditor General report is a "to-do" list for Premier Ford

Canada Free Press

Date: Dec 05, 2018

**Keywords:** "Waterfront Toronto", Waterfront

The programs looked at included Metrolinx and Go station selection, the OSAP program for student loans and grants, the Ontario Works welfare program, Waterfront Toronto, and the use of external government consultants.

### Auditor General highlights inefficiencies and waste at Waterfront Toronto, Metrolinx

CityNews Toronto

Date: Dec 05, 2018

**Keywords:** "Waterfront Toronto", "Toronto Waterfront", "Toronto's waterfront", Waterfront

The annual auditor general report highlights numerous examples of waste and inefficiency at Waterfront Toronto, saying it has failed to deliver on its mandate to revitalize Toronto's waterfront.

### Auditor General takes aim at Waterfront Toronto

CityNews Toronto

Date: Dec 05, 2018

**Keywords:** "Waterfront Toronto", Waterfront

Auditor Bonnie Lysyk found that Waterfront Toronto has developed just 5 per cent of publicly-owned waterfront land in 16 years and that it has been plagued by cost overruns

and poor budget projections.

### Ford, Tory to hold first meeting since municipal election

CityNews Toronto

Date: Dec 06, 2018

**Keywords:** "Toronto's waterfront", Waterfront

Two former sparring colleagues on Toronto city council are set to meet at the Ontario legislature for the first time in several months.

### Gushing water on Queens Quay is a damp shame

Toronto Star

Date: Dec 05, 2018

**Keywords:** "Queens Quay", "queens quay"

We were curious too, since we did a column in August about pylons on top of a different Toronto Water problem at Queens Quay and Small St. (and it's really small; less than 100 metres long), the precise location of the geyser.

Television Clips

### CBC Toronto News at 11

CBC Toronto

Date: Dec 05, 2018

Airtime: 23:03

**Keywords:** Waterfront

Waterfront project proposed by sidewalk labs, an affiliate of google's parent company alphabet, today's audit raised questions about the so-called smart city development.

### CityNewsTonight

Citytv Toronto

Date: Dec 05, 2018

Airtime: 23:06

**Keywords:** "Waterfront Toronto", Waterfront

interest over those of shareholders. >> Cynthia: The auditor general release herl annual report today. here it is focusing mainly on liberal spending but this could also be the ammunition at that the doug ford government needs and wants to take control of waterfront toronto.

### CTV Toronto Late News

CP24

Date: Dec 05, 2018

Airtime: 23:42

**Keywords:** "Waterfront Toronto", "Toronto's waterfront"

The auditor general raises questions about Waterfront Toronto as well. Waterfront Toronto was created in 2002 to have one provincial agency oversee all aspects of the development of Toronto's waterfront.

### A Million Little Things

Citytv Toronto

Date: Dec 05, 2018

Airtime: 23:00

**Keywords:** "Waterfront Toronto", "Toronto's waterfront"

The auditor general's report gives the provincial government the ammunition to take over planning of Toronto's waterfront lands.

### The Morning Show

Global Thunder Bay

Date: Dec 06, 2018

Airtime: 07:32

**Keywords:** "Toronto's waterfront", Waterfront

Talk about how both their governments can work together. Mayor Tory hopes to discuss affordable housing, transit, community safety and revitalizing Toronto's waterfront.

### Calgary Eyeopener

CBC Calgary

Date: Dec 06, 2018

Airtime: 08:08

**Keywords:** "Toronto's waterfront", "Tommy Thompson Park", Waterfront

Experts warn the quota could wipe out the population. >> Reporter: Toronto's waterfront Tommy Thompson Park is home to North America's largest cormorant breeding ground.

Radio Clips

### The Night Side with Barb DiGiulio

Newstalk 1010 Toronto

Date: Dec 05, 2018

Airtime: 19:03

**Keywords:** "Waterfront Toronto", Waterfront

It's the annual report we've all been waiting for at least the p. c.'s have and now auditor general buddy list is out with the numbers hundreds of millions of dollars lost in metro links and waterfront Toronto.

### Non Stop News

AM 900 Hamilton

Date: Dec 06, 2018

Airtime: 07:37

**Keywords:** "Toronto's waterfront", Waterfront

Talk about how the two governments can work together on affordable housing transit community safety and revitalizing Toronto's waterfront.

### The 570 Afternoon News With Paul McPhee & Christine Clark

570 News Kitchener

Date: Dec 05, 2018

Airtime: 15:09

**Keywords:** "Waterfront Toronto", Waterfront

The annual auditor general report is now out five seventies cleans Parker border Richard

southern is looking over its findings the report found that waterfront toronto has developed a smart city.

## Q

### 96.1 CBC Radio One Charlottetown

Date: Dec 06, 2018

Airtime: 07:19

**Keywords:** "Waterfront Toronto", Quayside, Waterfront, "key side"

A look at the building of a so called smart city sidewalk labs as a partnership with waterfront toronto to put a high tech neighborhood down near quayside.

### Metro Morning

### CBC Radio 1 Toronto

Date: Dec 06, 2018

Airtime: 06:18

**Keywords:** "Waterfront Toronto", Waterfront

There was a very short period of time for companies to pit make pitches to waterfront toronto for a very complex projects in fact they need more time.

### This Is That

### 96.1 CBC Radio One Charlottetown

Date: Dec 06, 2018

Airtime: 08:33

**Keywords:** "Waterfront Toronto", Waterfront

With the construction of its so called smart community along the water front waterfront toronto announced last october it would be partnering with sidewalk labs they'll embed technology into the infrastructure of the city to help create a sustainable and innovative community.

### CBC Radio 1 93.5 London

### CBC Radio 1 93.5 London

Date: Dec 06, 2018

Airtime: 08:09

**Keywords:** "Toronto's waterfront", "Tommy Thompson Park", Waterfront

Warning the quota could wipe out the population toronto's waterfront tommy thompson park is home to north america's largest cormorants breeding ground.

Waterfront Related

Online News

### Privacy watchdog calls for stronger laws to protect Canadians' digital privacy

### The Globe and Mail

Date: Dec 05, 2018

Canada's privacy watchdog says he's worried that privacy rights in Canada are being cast aside as both public and private entities rush to mine and harvest digital data.

### Facebook gave RBC, other companies preferential access to users' data,



documents show The Globe and Mail

Date: Dec 06, 2018

Documents released by British lawmakers reveal that Facebook entered into 'whitelisting' agreements with companies, which gave them access to user data.

### To Reduce Privacy Risks, the Census Plans to Report Less Accurate Data

New York Times

Date: Dec 05, 2018

When the Census Bureau gathered data in 2010, it made two promises. The form would be "quick and easy," it said. And "your answers are protected by law."

### Why Choosing The Right VPN Is Important For Startups

Forbes

Date: Dec 06, 2018

How can you be sure that a VPN provider isn't collecting information about you and selling it to any interested parties?

## Renshaw, Brett (INFC)

---

**From:** Campbell, Glenn (INFC)  
**Sent:** December 5, 2018 8:38 PM  
**To:** Gillis, Kelly (INFC)  
**Subject:** Fw: The Logic Briefing: Province vows 'decisive action' on Waterfront Toronto

**Subject:** The Logic Briefing: Province vows 'decisive action' on Waterfront Toronto

Among the several articles that have been coming out, this one has this at the bottom:

**The next steps:**

- McNaughton will be announcing "decisive action on Waterfront Toronto in the next few days."
- Waterfront Toronto's board of directors is scheduled to meet tomorrow to discuss the report.
- Sidewalk Labs and Waterfront Toronto will host their fourth public roundtable on the Quayside project this Saturday.

---

**From:** The Logic [mailto:news@thelogic.co]  
**Sent:** December 5, 2018 4:12 PM  
**To:** Faraday-Smith, Nancy (INFC)  
**Subject:** [MARKETING] The Logic Briefing: Province vows 'decisive action' on Waterfront Toronto



IN-DEPTH REPORTING ON THE INNOVATION ECONOMY

Ontario's auditor general Bonnie Lysyk tabled her annual report Wednesday, which included the long-awaited value-for-money audit on Waterfront Toronto.

**The findings:**

Waterfront Toronto provided information to potential bidders ahead of the Request for Proposals (RFP)—released in March 2017—but **Sidewalk Labs “received more information” than other parties.** “This raises the **risk of an unfair and unequal advantage** to all parties that would be responding to the RFP,” wrote Lysyk.

Internal Waterfront Toronto emails indicate that **the board felt it was being “urged—strongly” by federal and provincial officials** to approve the initial agreement with Sidewalk Labs as soon as possible.

In June 2016, Waterfront Toronto's chief planner emailed Sidewalk Labs' CEO Dan Doctoroff to inform him, **"My new CEO [Will Fleissig] and I are very interested in what you are doing at Google and would like to talk to you about a potential pilot in Toronto."**

Eight months before the RFP was issued, Fleissig wrote in an internal email, "Google has purportedly told other candidate communities that **they want to control ALL data in this demonstration project area**. Could present privacy issues and control issues."

"This arrangement has raised significant privacy and other concerns that, in order to protect the public interest, necessitates proactive involvement and oversight by the federal, provincial and municipal governments going forward," wrote Lysyk.

Read my colleague Sean's full report.

#### **The reaction:**

"The Auditor General's report reviewed our procurement process with respect to Quayside. On this issue, we want to be crystal clear – our RFP processes are competitive, fair, and follow best practices." - ***Waterfront Toronto***

"The report highlighted the board of directors was given less than a weekend to review the Sidewalk deal. We heard it shared almost no info with one of its overseers, the city. This is unacceptable, this is concerning, so I'm going to fix it." - ***Monte McNaughton, Ontario Minister of Infrastructure***

"We will review the Ontario Auditor General's recommendations to ensure that our federal investments in Waterfront Toronto continue to be effectively managed and contribute to building a more prosperous, secure and inclusive Canada." - ***Kate Monfette, Director of Communications, federal Office of the Minister of Infrastructure and Communities***

"We have reviewed the Auditor General's report and are committed to working with all three levels of government to be responsive to any issues of concern." - ***Sidewalk Labs***

**Toronto Mayor John Tory** did not reply to a request for comment by publication time.

**The next steps:**

- McNaughton will be announcing "decisive action on Waterfront Toronto in the next few days."
- Waterfront Toronto's board of directors is scheduled to meet tomorrow to discuss the report.
- Sidewalk Labs and Waterfront Toronto will host their fourth public roundtable on the Quayside project this Saturday.

- Amanda

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## **Here's your Wednesday briefing.**

Waterfront Toronto considered contributing Quayside lands as equity to fund Sidewalk Toronto project. Government documents show that Waterfront Toronto considered offering land as equity to the Quayside development. Land value estimates suggest that equity could be used to secure a loan worth upwards of \$2 billion.

*(The Logic)*

**Talking point:** Waterfront Toronto did not disclose the discussions surrounding land equity to its board, nor did it include the option in its initial RFP, *The Logic* has learned. "If the business and development constituents would have known that Quayside lands were to be contributed as equity, there would have been hundreds of bids from everywhere," said Julie Di Lorenzo, a Toronto real-estate developer and former Waterfront Toronto board member who resigned this summer. - Amanda

---

San Jose, Calif. votes to sell 10.5 acres in city core to Google for massive tech campus

San Jose city council voted unanimously on Wednesday to sell 10.5 acres of publicly-owned land to Google near the city's downtown core. The tech giant will use the land to build a new mixed-use corporate campus, featuring office, retail and residential spaces.

*(Silicon Valley Business Journal)*

**Talking point:** The controversial vote came after around 10 hours of deliberation, community testimony and protests. Ahead of the vote, Google acknowledged it is expected—and reaffirmed its commitment—to help with issues like homelessness, job training and investment in educational programs for the city’s youth. The project is expected to bring 20,000 new tech workers downtown over the next 10 years. San Jose is one of the few Silicon Valley-area cities with more employed residents than jobs. It currently has 0.81 jobs per employed resident; the new campus could be a boon for the city. Meanwhile, nearby in Mountain View, LinkedIn was green-lit to *redevelop* its HQ—meant to more than double its workforce. - *Hanna*

---

BT to strip Huawei equipment from its core 4G network

BT, one of the U.K’s largest telecoms, will remove all Huawei equipment from its 4G network within two years. BT has also said it will not purchase equipment from Huawei for its 5G network.

*(Financial Times)*

**Talking point:** Canada is now the only member of the Five Eyes—the national security alliance that also includes the U.S., U.K., Australia and New Zealand—whose governments and major telecoms continue doing business with Huawei. The U.S., Australia and New Zealand have all barred Huawei from participating in their 5G networks due to national security concerns. Alex Younger, the head of U.K. intelligence, *said* earlier this week there are serious concerns with involving Huawei in the 5G network; BT is already limiting its exposure to the company just in case. In Canada, Rogers, Bell and Telus are all working with Huawei. Despite *pressure* from U.S. officials and opposition politicians, the federal government has maintained its position of not limiting Huawei. - *Zane*

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Federal privacy commissioner says government 'slow to act' on legal framework for personal data

In a written submission to the government's National Digital and Data Consultations, Daniel Therrien proposed that any new law include "enforceable rights" for individuals, and that his office be given the ability to compel disclosure and issue fines to organizations that fail to comply. He also reiterated his call that Canadian political parties be subject to privacy laws.

*(Office of the Privacy Commissioner of Canada)*

**Talking point:** Therrien's office is currently investigating two instances of the use of personal information that have caused widespread concern: the Facebook-Cambridge Analytica scandal, and Statistics Canada's proposed pilot project using banking data. The enforcement powers he's seeking were also recommended by a House of Commons committee reviewing federal privacy regulation. And, they're similar to those recently given to Britain's privacy commissioner, Elizabeth Denham. Denham was interim privacy commissioner in Canada in 2008, and issued a report on Facebook's handling of user data that foreshadowed the current scandal. Back then, the company treated her report and recommendations "as more like advice," Denham told the International Grand Committee on Disinformation last week. - *Murad*

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Facebook gave preferential data access to certain companies: documents

Companies including Netflix and Airbnb enjoyed preferential access to Facebook user data in 2015 as Facebook limited services for most others, according to company emails and presentations released by British lawmaker Damian Collins on Wednesday. Collins received the 223 pages of sealed communications spanning 2012 to 2015 late last month, and insisted they be made public because "they raise important questions about how Facebook treats users' data, their policies for working with app developers, and how they exercise their dominant position in the social media market."

*(Reuters)*

**Talking point:** The trove of documents shows RBC and Hootsuite were among the companies granted preferential access to data, while competitors like Vine were swiftly blocked from accessing users' friends' data. As my colleague Sean reported in August, Hootsuite's business has since taken a hit after Facebook cut it and other third parties off in April from special access to its enterprise application programming interface amid the Cambridge Analytica scandal. - Catherine

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Google contract workers demand better pay and benefits

In a letter to CEO Sundar Pichai on Wednesday, a group of workers known as the Temporary, Vendor and Contractors (TVCs) called for better pay, benefits and greater access to company-wide information. They allege Google "routinely denies TVCs access to information that is relevant to our jobs and our lives." For instance, TVCs weren't sent real-time security updates on the shooting at YouTube in April, nor were they included in the town hall meeting the next day. The letter also notes that TVCs who do work comparable to that of full-time employees do not enjoy the same wages and health benefits.

*(TechCrunch)*

**Talking point:** Contract workers account for more than half of Google's workforce. Like the broader gig economy, these employees are disproportionately people of marginalized groups, the letter to Pichai notes, adding: "The exclusion of TVCs from important communications and fair treatment is part of a system of institutional racism, sexism, and discrimination." Google recently made some concessions to employees after a mass walk-out last month, including a commitment to end forced private arbitration in sexual harassment claims. The company ignored a number of demands, however, including calls for more equity between full-time and contract workers. - Catherine

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Alphabet's Waymo unveils its first commercial driverless taxi service

Waymo One will work similarly to Uber, except that instead of a human driver, navigation will be handled by computer. The project will operate in Phoenix, Ariz. as a pilot limited to a small number of users.

*(VentureBeat)*

**Talking point:** This is a major step for Waymo, and likely to be one before the company makes its service available to the general public in Phoenix. If that goes well, other cities will follow. That said, there are still wrinkles to work out. As part of the pilot, there will be drivers in every car, there partially to reassure potentially skittish passengers. Getting rid of those human drivers will be one of the biggest cost advantages for self-driving ride-sharing to compete with Uber and Lyft. This pilot is a chance for Waymo to figure out how to make people comfortable and, of course, make sure their self-driving cars function without a hitch. - Zane

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Element AI gets \$5 million from federal government; other companies split \$1.3 million

The money is intended to help six Montreal-based AI companies scale and expand to new markets. It comes the day before Innovation Minister Navdeep Bains is scheduled to hold a G7 conference on AI in Montreal.

*(The Logic)*

**Talking point:** Element AI has been lobbying the federal government with unmatched intensity for the past year. As *The Logic* reported previously, Element has lobbied more than all other AI companies combined. Today's announcement comes with a government claim that the \$5 million will create about 900 jobs and "enable Element AI to continue deploying its operations abroad, increase its participation in trade shows, hire artificial intelligence specialists, and purchase computer equipment." That's a bold claim, but Element is wasting no time in trying to fill those spots. The company currently has 107 job postings up for spots in Montreal, Toronto, Singapore and Seoul. - Zane

## Suggested Reading

- Bank of Canada pares back optimism as it holds rates steady
- Six early-stage Atlantic Canadian startups join Volta cohort



- Here's how Facebook's local news algorithm change led to the worst riots Paris has seen in 50 years
- We asked 105 experts what scares and inspires them most about the future
- U.K. investors warn tech giant regulation could harm startups

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## Renshaw, Brett (INFC)

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**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** December 5, 2018 4:16 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC)  
**Subject:** The Logic Briefing: Province vows 'decisive action' on Waterfront Toronto

Among the several articles that have been coming out, this one has this at the bottom:

### The next steps:

- McNaughton will be announcing "decisive action on Waterfront Toronto in the next few days."
- Waterfront Toronto's board of directors is scheduled to meet tomorrow to discuss the report.
- Sidewalk Labs and Waterfront Toronto will host their fourth public roundtable on the Quayside project this Saturday.

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**From:** The Logic [mailto:news@thelogic.co]  
**Sent:** December 5, 2018 4:12 PM  
**To:** Faraday-Smith, Nancy (INFC)  
**Subject:** [MARKETING] The Logic Briefing: Province vows 'decisive action' on Waterfront Toronto



**The Logic**

IN-DEPTH REPORTING ON THE INNOVATION ECONOMY

Ontario's auditor general Bonnie Lysyk tabled her annual report Wednesday, which included the long-awaited value-for-money audit on Waterfront Toronto.

### The findings:

Waterfront Toronto provided information to potential bidders ahead of the Request for Proposals

(RFP)—released in March 2017—but **Sidewalk Labs “received more information” than other parties.** “This raises the **risk of an unfair and unequal advantage** to all parties that would be responding to the RFP,” wrote Lysyk.

Internal Waterfront Toronto emails indicate that **the board felt it was being “urged—strongly” by federal and provincial officials** to approve the initial agreement with Sidewalk Labs as soon as possible.

In June 2016, Waterfront Toronto’s chief planner emailed Sidewalk Labs’ CEO Dan Doctoroff to inform him, **“My new CEO [Will Fleissig] and I are very interested in what you are doing at Google and would like to talk to you about a potential pilot in Toronto.”**

Eight months before the RFP was issued, Fleissig wrote in an internal email, “Google has purportedly told other candidate communities that **they want to control ALL data in this demonstration project area.** Could present privacy issues and control issues.”

“This arrangement has raised significant privacy and other concerns that, in order to protect the public interest, necessitates proactive involvement and oversight by the federal, provincial and municipal governments going forward,” wrote Lysyk.

Read my colleague Sean’s [full report](#).

## **The reaction:**

“The Auditor General’s report reviewed our procurement process with respect to Quayside. On this issue, we want to be crystal clear – our RFP processes are competitive, fair, and follow best practices.” - ***Waterfront Toronto***

"The report highlighted the board of directors was given less than a weekend to review the

Sidewalk deal. We heard it shared almost no info with one of its overseers, the city. This is unacceptable, this is concerning, so I'm going to fix it.” - **Monte McNaughton, Ontario Minister of Infrastructure**

“We will review the Ontario Auditor General’s recommendations to ensure that our federal investments in Waterfront Toronto continue to be effectively managed and contribute to building a more prosperous, secure and inclusive Canada.” - **Kate Monfette, Director of Communications, federal Office of the Minister of Infrastructure and Communities**

“We have reviewed the Auditor General’s report and are committed to working with all three levels of government to be responsive to any issues of concern.” - **Sidewalk Labs**

**Toronto Mayor John Tory** did not reply to a request for comment by publication time.

**The next steps:**

- McNaughton will be announcing "decisive action on Waterfront Toronto in the next few days."
- Waterfront Toronto’s board of directors is scheduled to meet tomorrow to discuss the report.
- Sidewalk Labs and Waterfront Toronto will host their fourth public roundtable on the Quayside project this Saturday.

- *Amanda*

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**Here’s your Wednesday briefing.**

Waterfront Toronto considered contributing Quayside lands as equity to fund Sidewalk Toronto project

Government documents show that Waterfront Toronto considered offering land as equity to the Quayside development. Land value estimates suggest that equity could be used to secure a loan worth upwards of \$2 billion.

*(The Logic)*

**Talking point:** Waterfront Toronto did not disclose the discussions surrounding land equity to its board, nor did it include the option in its initial RFP, *The Logic* has learned. “If the business and development constituents would have known that Quayside lands were to be contributed as equity, there would have been hundreds of bids from everywhere,” said Julie Di Lorenzo, a Toronto real-estate developer and former Waterfront Toronto board member who resigned this summer. - *Amanda*

---

San Jose, Calif. votes to sell 10.5 acres in city core to Google for massive tech campus

San Jose city council voted unanimously on Wednesday to sell 10.5 acres of publicly-owned land to Google near the city’s downtown core. The tech giant will use the land to build a new mixed-use corporate campus, featuring office, retail and residential spaces.

*(Silicon Valley Business Journal)*

**Talking point:** The controversial vote came after around 10 hours of deliberation, community testimony and protests. Ahead of the vote, Google acknowledged it is expected—and reaffirmed its commitment—to help with issues like homelessness, job training and investment in educational programs for the city’s youth. The project is expected to bring 20,000 new tech workers downtown over the next 10 years. San Jose is one of the few Silicon Valley-area cities with more employed residents than jobs. It currently has 0.81 jobs per employed resident; the new campus could be a boon for the city. Meanwhile, nearby in Mountain View, LinkedIn was green-lit to redevelop its HQ—meant to more than double its workforce. - *Hanna*

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BT to strip Huawei equipment from its core 4G network

BT, one of the U.K's largest telecoms, will remove all Huawei equipment from its 4G network within two years. BT has also said it will not purchase equipment from Huawei for its 5G network.

*(Financial Times)*

**Talking point:** Canada is now the only member of the Five Eyes—the national security alliance that also includes the U.S., U.K., Australia and New Zealand—whose governments and major telecoms continue doing business with Huawei. The U.S., Australia and New Zealand have all barred Huawei from participating in their 5G networks due to national security concerns. Alex Younger, the head of U.K. intelligence, said earlier this week there are serious concerns with involving Huawei in the 5G network; BT is already limiting its exposure to the company just in case. In Canada, Rogers, Bell and Telus are all working with Huawei. Despite pressure from U.S. officials and opposition politicians, the federal government has maintained its position of not limiting Huawei. - Zane

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Federal privacy commissioner says government 'slow to act' on legal framework for personal data  
In a written submission to the government's National Digital and Data Consultations, Daniel Therrien proposed that any new law include "enforceable rights" for individuals, and that his office be given the ability to compel disclosure and issue fines to organizations that fail to comply. He also reiterated his call that Canadian political parties be subject to privacy laws.

*(Office of the Privacy Commissioner of Canada)*

**Talking point:** Therrien's office is currently investigating two instances of the use of personal information that have caused widespread concern: the Facebook-Cambridge Analytica scandal, and Statistics Canada's proposed pilot project using banking data. The enforcement powers he's seeking were also recommended by a House of Commons committee reviewing federal privacy regulation. And, they're similar to those recently given to Britain's privacy commissioner, Elizabeth Denham. Denham was interim privacy commissioner in Canada in 2008, and issued a report on Facebook's handling of user data that foreshadowed the current scandal. Back then, the company treated her report and recommendations "as more like advice," Denham told the International Grand Committee on Disinformation last week. - *Murad*

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Facebook gave preferential data access to certain companies: documents

Companies including Netflix and Airbnb enjoyed preferential access to Facebook user data in 2015 as Facebook limited services for most others, according to company emails and presentations released by British lawmaker Damian Collins on Wednesday. Collins received the 223 pages of sealed communications spanning 2012 to 2015 late last month, and insisted they be made public because "they raise important questions about how Facebook treats users' data, their policies for working with app developers, and how they exercise their dominant position in the social media market."

*(Reuters)*

**Talking point:** The trove of documents shows RBC and Hootsuite were among the companies granted preferential access to data, while competitors like Vine were swiftly blocked from accessing users’ friends’ data. As my colleague Sean reported in August, Hootsuite’s business has since taken a hit after Facebook cut it and other third parties off in April from special access to its enterprise application programming interface amid the Cambridge Analytica scandal. - Catherine

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(VentureBeat)

**Talking point:** This is a major step for Waymo, and likely to be one before the company makes its service available to the general public in Phoenix. If that goes well, other cities will follow. That said, there are still wrinkles to work out. As part of the pilot, there will be drivers in every car, there partially to reassure potentially skittish passengers. Getting rid of those human drivers will be one of the biggest cost advantages for self-driving ride-sharing to compete with Uber and Lyft. This pilot is a chance for Waymo to figure out how to make people comfortable and, of course, make sure their self-driving cars function without a hitch. - Zane

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(The Logic)

**Talking point:** Element AI has been lobbying the federal government with unmatched intensity for the past year. As *The Logic* reported previously, Element has lobbied more than all other AI companies combined. Today’s announcement comes with a government claim that the \$5 million

will create about 900 jobs and “enable Element AI to continue deploying its operations abroad, increase its participation in trade shows, hire artificial intelligence specialists, and purchase computer equipment.” That’s a bold claim, but Element is wasting no time in trying to fill those spots. The company currently has 107 job postings up for spots in Montreal, Toronto, Singapore and Seoul. - Zane

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- Here’s how Facebook’s local news algorithm change led to the worst riots Paris has seen in 50 years
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Have a great evening.



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**From:** Campbell, Glenn (INFC)  
**To:** Tippins, Shawn (INFC); Faraday-Smith, Nancy (INFC)  
**Subject:** Re: [meeting debrief] MaRS Workshop on Data Trusts  
**Date:** December 2, 2018 9:40:57 PM

Was there any document shared or discussion of how trust would work? Legally, mechanically, governance, financial etc. Seems void of content? Was there learning on the topic or just process?

Also please think about how we can get ISED re-engaged on opportunities

Glenn Campbell  
 [REDACTED]

613 941-0722 (w)

**From:** Campbell, Glenn (INFC)  
**Sent:** Sunday, December 2, 2018 9:36 PM  
**To:** Tippins, Shawn (INFC); Faraday-Smith, Nancy (INFC)  
**Subject:** Re: [meeting debrief] MaRS Workshop on Data Trusts

Got it now

Glenn Campbell  
 [REDACTED]

613 941-0722 (w)

**From:** Tippins, Shawn (INFC)  
**Sent:** Wednesday, November 28, 2018 11:37 AM  
**To:** Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC)  
**Subject:** RE: [meeting debrief] MaRS Workshop on Data Trusts

Further to my last message – SCC has formatted the below into an annex report (see attached DRAFT) for the package being prepared for the DM's upcoming meeting with MaRS (actually taking place Friday). Fyi, the DM's package is moving-up through Policy Branch.

**From:** Tippins, Shawn (INFC)  
**Sent:** November 28, 2018 10:14 AM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Faraday-Smith, Nancy (INFC)  
**Subject:** FW: [meeting debrief] MaRS Workshop on Data Trusts

Glenn: As mentioned – see below – Eric shared with us his report back to his team on yesterday's workshop, which I have covered with some additional details of my own. [REDACTED]

[REDACTED] Let us know if you would like something from the below in a different format. ST.

**From:** Tippins, Shawn (INFC)  
**Sent:** November 27, 2018 8:00 PM  
**To:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>; Poirier2, Eric (INFC) <[eric.poirier2@canada.ca](mailto:eric.poirier2@canada.ca)>  
**Subject:** RE: [meeting debrief] MaRS Workshop on Data Trusts  
 Great report. I only offer a few additional details that are perhaps germane to IPI:  
 [REDACTED]

[REDACTED]

This workshop represents the first phase – which is a convening role for MaRS. As mentioned below, subsequent phases would include prototyping a series of pop-up data trusts, and then potentially incubating a working data trust which would be a shift to a development role. It's possible that this might be what MaRS has in mind for the space it intends to occupy at the Waterfront Innovation Centre (currently under construction next to the Quayside site).

[REDACTED]

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** November 27, 2018 5:25 PM  
**To:** Poirier2, Eric (INFC) <[eric.poirier2@canada.ca](mailto:eric.poirier2@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>  
**Subject:** RE: [meeting debrief] MaRS Workshop on Data Trusts  
Thanks Eric

---

**From:** Poirier2, Eric (INFC)  
**Sent:** November 27, 2018 5:02 PM  
**To:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>; Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>  
**Subject:** Fwd: [meeting debrief] MaRS Workshop on Data Trusts  
Bonsoir à vous deux,  
Please see my report back to my team on today's event. Shawn: anything to add?  
EP  
Sent from my iPhone

Begin forwarded message:

**From:** <[eric.poirier2@canada.ca](mailto:eric.poirier2@canada.ca)>  
**Date:** November 27, 2018 at 4:17:48 PM EST  
**To:** Jenny Tremblay <[jenny.tremblay@canada.ca](mailto:jenny.tremblay@canada.ca)>, <[brigit.knecht@canada.ca](mailto:brigit.knecht@canada.ca)>  
**Cc:** <[jonathan.rybicki@canada.ca](mailto:jonathan.rybicki@canada.ca)>  
**Subject:** [meeting debrief] MaRS Workshop on Data Trusts

Goal:

Session was a co-design workshop on use cases and exploring considerations/limitations/promise core of Data Trusts. The product will be a Primer on the subject to be made publicly available in Jan 2019.

#### Disclaimers:

A few disclaimers offered at the start of the day by the MaRS organizers. Session was organized by MaRS on behalf of Waterfront. Some funding does come from Sidewalk Labs. MaRS also disclosed their interest in being potentially actively involved on the design of specific data trust(s) in the future.

#### Participants:

Include variety of folks, including Waterfront, MaRS, members of the Data advisory committee (eg Teresa Scasa, Curtis McBride, Chris Finley, etc), Sidewalk Labs, ON gov, Shawn and I (for feds), city of Toronto, York Region etc.), Ontario Privacy Commissioner's Office and many others.

#### Next Steps:

Dec 14: Share the draft Primer with participants for comment/input

Jan 14: Public release of the Primer (format will be GitBook allowing for comments)

Jan 21-25: Data Trust Civic Lab

- note that the Primer will be published under Creative Common and remain open to suggested edits by everyone.

- MaRS will recruit funding partners to prototype one or more data trusts. I should think there is a chance a pitch may be made for the DM on this at the meeting later this week.

#### Take-aways for me:

- clear that the data trust concept is nascent
- key benefit I see is in the gate keeping role a trust can play. Discussion in the room shows that the concept is trying to solve for a wide range of issues and so is currently trying to be all things to all people.
- implementation is key and much of the conversation revolves around it. Will not work if not funded properly, if choice of trustee is off, if legal structure does not work, if population/stakeholders not consulted on ongoing basis. Data/digital literacy and education is key to any conversation or engagement on this stuff. Also core to design of trusts themselves.
- Attraction of concept is in part to be faster than government action. Not clear if this would actually be faster if large and complex entities.
- usual tensions of privacy, public good, economic development
- talk of Digital Trusts or Digital Stewardship instead of Digital Trusts. 'Data' too narrow a term if it leaves out the code/algorithm

#### On Continued Involvement:

- I see a role for us and a chance to keep current on this stuff. Not all activities

will be appropriate, especially when focus is specific to Waterfront. Care will need to be taken to make conscious decision on what to participate in and not.

Cheers,

EP

Sent from my iPhone

**From:** Campbell, Glenn (INFC)  
**To:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)  
**Subject:** Re: Notes from Monday's Call with WT Meg Davis and Kristina Verner (Nov 26, 2018)  
**Date:** December 2, 2018 9:35:20 PM

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For monday

What is status of 5 year plan and timeline?

Was there a debrief of MaRS? Will search as may have missed

Glenn Campbell

613 941-0722 (w)

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**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Wednesday, November 28, 2018 11:48 AM  
**To:** Tippins, Shawn (INFC); Campbell, Glenn (INFC)  
**Subject:** RE: Notes from Monday's Call with WT Meg Davis and Kristina Verner (Nov 26, 2018)

---

Thanks Shawn. Please also save in the shared drive.

---

**From:** Tippins, Shawn (INFC)  
**Sent:** November 28, 2018 11:44 AM  
**To:** Campbell, Glenn (INFC) ; Faraday-Smith, Nancy (INFC)  
**Subject:** Notes from Monday's Call with WT Meg Davis and Kristina Verner (Nov 26, 2018)  
Hi – Fyi, please find below notes and next-steps from our call with Meg and Kristina earlier this week.  
ST.

**AG Report**

**Civic Lab**



- Metrics on the livestream are currently being compiled. Will be available towards end of week.
- Draft facilitator's report should be available for comment towards end of week.

- Media present at the event included Josh O'Keen (G&M); Amanda Roth (The Logic); James Macloud (FP) – Macloud to meet with WT on background for a full briefing on the Quayside file.
- Next Civic Labs in late Jan – will focus on data localization/monetization piece.
- MaRS to facilitate data trust discussion on Nov 27<sup>th</sup>.

- WT looking to bring in Ontario Centres of Excellence (OCE), MaRS re. future data governance work.

#### **MaRS-WT Data Trust Work**

- MaRS collaboration emanates from their potential interest in operating a data trust – possible location could be where MaRS has rented space at the future Waterfront Innovation Centre.
- DSAP member Andrew Clement has enquired about how MaRS' involvement in this work is being funded.
- Nov 27<sup>th</sup> workshop will focus on discussing 4 aspirational goals and several design principles around trusts. Break-outs will look at application to specific use-cases, deep-dive discussion, exploration of proof-of-concept that data trusts work.

#### **MIDP**

- WT confirms SWL to be sending them a draft chapter every week.
- WT suggests week of December 10<sup>th</sup> to bring together tri-gov't ADM-level discussion on Sustainability, Mobility chapters.

#### **Port Lands Ground-breaking ceremony / Dec 8<sup>th</sup> Public RT # 4**

- Port Lands ceremony should contain appropriate messaging around Quayside.
- WT/SWL preparing both summary and detailed decks for public RT.
- High-level media briefing / walk-through taking place Thurs, Nov 29<sup>th</sup> in advance of RT.

#### **CEO recruitment**

- Boyden is in the process of interviewing senior management at WT.
- WT to follow-up on how Boyden plans to communicate with gov't partners.

#### **Other**

- Also looking for comprehensive/detailed WT org chart.

**Next Steps**

- **WT to provide its AG submission to INFC**
- **WT to email dates for meetings. Nancy to follow-up with WT re. dates for ADM-level tri-gov't meetings**
- **WT to procure facts & figures on SWL footprint in T.O.; WT org chart**
- **WT to follow-up on how Boyden plans to communicate with gov't partners**

**From:** Campbell, Glenn (INFC)  
**To:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)  
**Subject:** Fw: For info: public comments on SWL site plan  
**Date:** December 2, 2018 9:33:04 PM

---

Glenn Campbell  
[REDACTED]  
613 941-0722 (w)

---

**From:** Hobbs, Joshua (INFC)  
**Sent:** Friday, November 30, 2018 3:12 PM  
**To:** Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC); Tippins, Shawn (INFC); Gillis, Kelly (INFC); Marchildon, Caroline (INFC)  
**Subject:** For info: public comments on SWL site plan

---

FYI below, thanks!

Sent from my mobile device

Begin forwarded message:

**From:** Carol Webb <CWebb@waterfrontoronto.ca>  
**Date:** November 30, 2018 at 2:51:52 PM EST  
**To:** 'Deborah Blackstone' <Deborah.Blackstone@toronto.ca>, "'Hobbs, Joshua (INFC)'" <joshua.hobbs@canada.ca>, "'MacGillivray, Lauren (MOI)'" <Lauren.MacGillivray@ontario.ca>  
**Cc:** Edward Chalupka [REDACTED]@waterfrontoronto.ca>  
**Subject:** FW: today's release

Hi all,  
Apologies and for your information, it was just brought to our attention that Sidewalk Labs issued a release today capturing the headlines related to yesterday's release of the draft site plan.  
Best, Carol

**WHAT PEOPLE ARE SAYING ABOUT SIDEWALK LABS' PRECEDENT-SETTING  
PROPOSAL FOR A NEW NEIGHBOURHOOD AT QUAYSIDE**

Here is what people are saying about Sidewalk Lab's site plans for a new neighbourhood at Quayside:

**On the draft site plan release**

"We're excited to welcome our new waterfront neighbourhood, with 40% affordable housing, timber buildings, thousands of jobs and most importantly, access to the water!"

- **Waterfront for All (@Waterfront4all)**

"The Sidewalk plan would bring several thousand jobs to new buildings on the underdeveloped site alongside a mix of affordable and market-rate homes, while making room for transit and active transportation rights-of-way...Torontonians expect ambitious city-building plans from Waterfront Toronto. The Sidewalk site plan aims to exceed those expectations by bringing job density, affordable housing and climate-friendly construction techniques to Quayside."

- **Jan De Silva, President & CEO, Toronto Region Board of Trade**

"I'm glad to see Sidewalk Labs has released its initial proposal for Quayside – this will help shape the ongoing conversation about the future of this important site on our waterfront.

We now have a better idea of what they would like to see the neighbourhood look like once it is built and how it can feature innovation on a global scale for the benefit of Torontonians and urban residents around the world...

The Quayside plan includes 40% below-market housing – with 20% affordable housing and 20% middle-income housing – which is encouraging, as is the fact that under this plan 3,900 jobs would also be in this neighbourhood."

- **John Tory, Mayor of Toronto**

#### **On affordable housing**

"It's great to see projects like this come forward that build in a significant number of affordable units from the beginning, with 50% purpose built rentals & that incorporate innovative ideas such as tall timber."

- **Ana Bailao, Councillor Ward 9 (@anabailaoTO)**

"There's a long way to go yet, but committing to 50% purpose-built rental, including 20% affordable rental, is a very important step."

- **Joe Cressy, Councillor Ward 20 (@joe\_cressy)**

"Those are some pretty bold, trend-setting targets for affordable housing by a private developer in our region... got my attention."

- **Pedro Barata, United Way's Senior Vice President, Community Impact and Strategy (@pedrobarataTO)**

"Sidewalk has released its plan for part of the waterfront - if agreed it looks like it will offer more affordable housing than most developments, 50% purpose built rental and added extras..."

- **Kwame McKenzie, CEO of the Wellesley Institute and Director of Health Equity at CAMH (@kwame\_mckenzie)**

["@SidewalkToronto plans to build 40% below market housing and reduce carbon footprint 75% to 85% #topoli"](#)

- **Cherise Burda, Executive Director of Ryerson University's City Building Institute (@CheriseBurda)**

#### **On the environment**

"Haven't had a chance to read it all, but the environmental work looks very positive. Good to see. Be interesting to hear the reactions on December 8 - Torontonians care about sustainability."

- **David Miller, former Mayor of Toronto (@iamdavidmiller)**

#### **On our plans for tall timber**

"Today's announcement is further proof of the renaissance we are seeing in wood construction in Canada and around the world," said Forest Products Association of Canada CEO Derek Nighbor. "This project will not only support efforts to address affordable housing needs in Toronto, but it will also realize important environmental benefits – wood is a renewable resource, it stores carbon, and building with it leaves a lower carbon footprint. It is also great news for the economy with jobs for engineers, architects, tradespeople, and advanced manufacturers. We could not be more excited to see such a forward-thinking project taking root in the heart of Toronto"

**- Derek Nighbor, Chief Executive Officer, Forest Products Association of Canada**

"The announcement made by Sidewalk Labs to proceed with a mass timber development in downtown Toronto demonstrates innovative leadership and aligns with their focus of creating people-centered communities that are centered around sustainability, affordability, mobility and economic opportunity," said Rick Jeffery, Interim President for the Canadian Wood Council. "Beyond the proven safety and environmental benefits of building with wood, mass timber applications in tall buildings will expand the opportunity for new market development leading to increased options for the Canadian design and construction communities."

**- Statement from Rick Jeffery, Interim Chief Executive Officer, Canadian Wood Council**

"It is fitting that an innovative firm such as Google would select an innovative product such as engineered wood to construct their Toronto office. Recognized for its sustainability, low-carbon impact and creating cost-effective and healthy working environments, engineered wood is the way of the future for mid-rise and tall buildings in Canada and internationally," stated Stéphane Renou, Chief Executive Officer, FPInnovations.

**- Statement from Stephane Renou, Chief Executive Officer, FPInnovations**

**In the media**

"Sidewalk...hopes to avoid the need for natural gas throughout the development and to extend Queen's Quay with a series of bridges for light rail transit and a lakeside recreational path. It envisions the project creating 9,000 construction jobs and 3,900 jobs within the neighbourhood."

**- Global News**

"Energy in buildings will be managed by an AI-powered system that would result in 20 percent less energy use while the project is targeting a 75 percent to 85 percent reduction in greenhouse gases with heat recovery and geothermal technology."

**- Bloomberg News**

"Sidewalk Labs unveiled a draft site plan for its tech-driven neighbourhood on Toronto's waterfront Thursday, touting the "unprecedented affordability" of the thousands of condos and rental units the firm is planning for the area."

**- Toronto Star**

"Sidewalk Labs says it will make room for nearly 4,000 jobs and committed to 20-per-

cent affordable housing in its proposed technology-driven neighbourhood on Toronto's waterfront..."

- **The Globe and Mail**

- 30 -

**For media inquiries:**

[press@sidewalklabs.com](mailto:press@sidewalklabs.com)

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Hobbs, Joshua \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Cc:** [Marchildon, Caroline \(INFC\)](#)  
**Subject:** Re: SWL Site Plan Briefing - 10 am tomorrow  
**Date:** November 28, 2018 10:16:38 PM  
**Attachments:** [image001.png](#)

---

Thanks, [REDACTED]

Glenn Campbell  
[REDACTED]

613 941-0722 (w)

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Wednesday, November 28, 2018 9:52 PM  
**To:** Campbell, Glenn (INFC); Hobbs, Joshua (INFC); Tippins, Shawn (INFC)  
**Cc:** Marchildon, Caroline (INFC)  
**Subject:** Re: SWL Site Plan Briefing - 10 am tomorrow

---

Materials are embargoed until 3pm and we'll be talking with Ed/WT at 10am tomorrow so I'll send email in a.m. and follow up with Q at the call.

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Campbell, Glenn (INFC)  
**Sent:** Wednesday, November 28, 2018 8:59 PM  
**To:** Hobbs, Joshua (INFC); Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)  
**Cc:** Marchildon, Caroline (INFC)  
**Subject:** RE: SWL Site Plan Briefing - 10 am tomorrow

---

We need to see all of the material and would ask for the script from SWL

[REDACTED]

Can we listen in?

---

**From:** Hobbs, Joshua (INFC)  
**Sent:** November 28, 2018 5:22 PM  
**To:** Campbell, Glenn (INFC) ; Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC)  
**Cc:** Marchildon, Caroline (INFC)  
**Subject:** FW: SWL Site Plan Briefing - 10 am tomorrow  
Glenn and team, see below and attached.

---

**From:** Cameron MacKay [<mailto:CMacKay@waterfrontoronto.ca>]  
**Sent:** November 28, 2018 4:56 PM  
**To:** 'MacGillivray, Lauren (MOI)' <[Lauren.MacGillivray@ontario.ca](mailto:Lauren.MacGillivray@ontario.ca)>; Andrew Tumilty <[ATumilty@waterfrontoronto.ca](mailto:ATumilty@waterfrontoronto.ca)>  
**Cc:** Hobbs, Joshua (INFC) <[joshua.hobbs@canada.ca](mailto:joshua.hobbs@canada.ca)>; 'Deborah Blackstone' <[Deborah.Blackstone@toronto.ca](mailto:Deborah.Blackstone@toronto.ca)>; Don Peat <[Don.Peat@toronto.ca](mailto:Don.Peat@toronto.ca)>; Edward Chalupka <[\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)>

[REDACTED]

**Subject:** SWL Site Plan Briefing - 10 am tomorrow

Hi all,

Attached please find SWL's media advisory and media briefing deck that they will be walking media through tomorrow. We have asked them to place an embargo until 3:00 p.m. owing to the fact that we (and you) are receiving these materials so late in the game. We are preparing our own QAs which [@Andrew Tumilty](#) will share when complete but please refer questions to us as appropriate.

Best,

Cameron

cameron mackay | vice president, strategic communications and engagement | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | +1 (416) 640.8499 | [cmackay@waterfronttoronto.ca](mailto:cmackay@waterfronttoronto.ca) | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto



**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Subject:** FW: Draft Summary of Civic Lab on Digital Governance & Info Sheets  
**Date:** November 28, 2018 3:09:00 PM  
**Attachments:** [image001.png](#)

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**From:** Louroz Mercader [REDACTED]@waterfronttoronto.ca]  
**Sent:** November 27, 2018 5:10 PM  
**Cc:** Kristina Verner ; [REDACTED]  
**Subject:** Draft Summary of Civic Lab on Digital Governance & Info Sheets  
Hello,

On behalf of Waterfront Toronto, thank you for your participation and advice during Friday's Civic Lab about Digital Governance.

We've attached a **Draft Meeting Summary** that highlights the key points raised in the meeting.

If you have any suggested edits to this summary, please send them to [REDACTED] at

[REDACTED] by **Friday, November 30**.

After that date, we will distribute a final summary and post them on to our website.

We'd also like to remind you to please send any advice about the **Draft Info Sheets** shared at the meeting and attached by **Friday, November 30** to [civiclabs@waterfronttoronto.ca](mailto:civiclabs@waterfronttoronto.ca).

Finally, if you have any other advice related to the digital proposals for Quayside that you'd like to share, please send it to [civiclabs@waterfronttoronto.ca](mailto:civiclabs@waterfronttoronto.ca) by **Friday, December 21**.

Many thanks,

Louroz

Louroz Mercader | Communications and Public Engagement Manager | **Waterfront Toronto** | 1310-20 Bay Street  
| Toronto ON M5J 2N8 | [REDACTED]@waterfronttoronto.ca | [waterfronttoronto.ca](http://waterfronttoronto.ca)



**WATERFRONT**Toronto

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Cc:** [Boudreau, Marcia \(INFC\)](#); [INFC.O IPI.admo-BSMA.IPI O.INFC](#); [Tippins, Shawn \(INFC\)](#)  
**Subject:** Re: revised talking points for Civic Lab  
**Date:** November 22, 2018 8:45:32 PM

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I like it

Should we give an overt shout out to [REDACTED] and his role?

I will likely tweak and read off my laptop

Thought briefing book was good. What is date of Bains letter?

Glenn Campbell

[REDACTED]  
613 941-0722 (w)

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**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Thursday, November 22, 2018 7:01 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Boudreau, Marcia (INFC); [INFC.O IPI.admo-BSMA.IPI O.INFC](#); [Tippins, Shawn \(INFC\)](#)  
**Subject:** revised talking points for Civic Lab

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Hi Glenn,

Based on your feedback, I've taken a stab at revising the talking points. See attached and/or via the following link: [G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\Civic Labs\Digital and Data Governance - November 23](#)

I hope these are at least a bit closer to what you were looking for.

See you in T.O.

Nancy

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Subject:** Sidewalk media  
**Date:** November 21, 2018 7:27:15 AM

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published: 2018-11-20 15:58 (EST)

received: 2018-11-20 15:59 (EST)

Yahoo Finance

Words: 757

## 'At best foolish, and at worst tyrannical': Alphabet's smart city

### in Toronto raises privacy concerns

by: [Jessy Bains](#)

Sidewalk Labs wants to turn a piece of Toronto's waterfront into a data driven smart city. Imagine an urban laboratory with an array of sensors and cameras designed to address big city problems, like congestion and housing." data-reactid="22" type="text">Google sister company [Sidewalk Labs](#) wants to turn a piece of Toronto's waterfront into a data driven smart city. Imagine an urban laboratory with an array of sensors and cameras designed to address big city problems, like congestion and housing.

It's still in the early planning phase, but think robots that magically appear to clean up garbage, energy efficient buildings, pedestrian monitoring, and roads to accommodate self-driving cars.

Prime Minister Justin Trudeau says the area could become a "thriving hub for innovation." Some worry the plan could set the stage for a surveillance state.

A municipal-provincial-federal development agency called Waterfront Toronto picked the Alphabet-owned company for the project last October. Waterfront Toronto recognizes people have concerns. But are they overblown?

"If you consider the central importance of ensuring privacy protection in the building of a smart neighbourhood, I would say no." Chantal Bernier, Legal Counsel for Waterfront Toronto told *Yahoo Finance Canada*. "If you consider the robust privacy protection regime in Ontario and in Canada, I would say yes. The current debate seems to ignore the fact that privacy laws in Canada effectively govern the use of personal information to respect the fundamental right to privacy."

#### Who controls the data?

Sidewalk Labs plans to hand over control of the urban data to an independent civic data trust. All the parties involved, including the city and other companies involved in Sidewalk Labs, would have a say in how the de-identified data will be used.

Ontario's Former Privacy Commissioner Ann Cavoukian told *Yahoo Finance Canada* the framework is the reason she resigned from her consulting role with Sidewalk Labs on October 19. She says the criticism against Sidewalk Labs has been about governance, not privacy.

"They said we will de-identify the data at the source but we can't guarantee what other parties are going to do. We have no control over what other parties will do with the data and that's when all the bells went off in my head," says Cavoukian. "I had to make a statement."

Cavoukian says Waterfront Toronto needs to lay down the law and insist all parties with access to the data must de-identify it at the source.

"Otherwise you'll have personal identifiable data that will be a treasure trove and nobody will have privacy."

For many of us privacy means control. And that's part of the reason Sidewalk Labs is stirring up so much controversy.

"Sidewalk is not addressing this larger question of who is control. Who controls the data. Who makes decisions. This is the fly in their ointment.," Jesse Hirsh, President of Metaviews, *told Yahoo Finance Canada*. "What is a democratic smart neighbourhood? By ignoring this crucial question Sidewalk Labs looks at best foolish, and at worst tyrannical."

Hirsh says we already have no expectations of privacy when we're out in public, and none of this means Alphabet isn't to be trusted.

"I also think that Sidewalk, and their parent company Alphabet, are probably one of the world's leading companies when it comes to protecting people's privacy," says Hirsh. "I'm a Google user, and I actually trust their ability to protect my privacy while also providing helpful services."

At 3.3 million square feet of office space and retail space, this will be the largest attempt at creating a smart-city in North America. To help get things started, Alphabet plans to move Google's Canadian headquarters to the Eastern Waterfront.

Glenn Campbell

613 941-0722 (w)

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Cc:** [Boudreau, Marcia \(INFC\)](#)  
**Subject:** Re: Waterfront Toronto Civic Lab Speakers - Conference Call Briefing  
**Date:** November 20, 2018 2:07:22 PM

---

Check my calendar, 430

Glenn Campbell

613 941-0722 (w)

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Tuesday, November 20, 2018 2:06 PM  
**To:** Campbell, Glenn (INFC); Tippins, Shawn (INFC)  
**Cc:** Boudreau, Marcia (INFC)  
**Subject:** RE: Waterfront Toronto Civic Lab Speakers - Conference Call Briefing

---

What's the timing? There are no details below

---

**From:** Campbell, Glenn (INFC)  
**Sent:** November 20, 2018 2:04 PM  
**To:** Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC)  
**Cc:** Boudreau, Marcia (INFC)  
**Subject:** Fw: Waterfront Toronto Civic Lab Speakers - Conference Call Briefing  
 Will try to be on call from TO. You should be on too.

Glenn Campbell

613 941-0722 (w)

---

**From:** Louroz Mercader <[REDACTED]@waterfronttoronto.ca>  
**Sent:** Tuesday, November 20, 2018 1:23 PM  
**To:** Campbell, Glenn (INFC); [David.Stonehouse@toronto.ca](mailto:David.Stonehouse@toronto.ca)  
**Subject:** Waterfront Toronto Civic Lab Speakers - Conference Call Briefing

CONFERENCE LINE: [REDACTED]

Code: [REDACTED]

Waterfront Toronto Civic Lab – Speakers Briefing

1. Overview of Agenda
2. Speaker Themes
3. Roundtable Discussion Questions
4. Event Logistics

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Tippins, Shawn \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#)  
**Cc:** [Boudreau, Marcia \(INFC\)](#)  
**Subject:** Fw: Civic Lab - Info Sheets (Confidential Drafts)  
**Date:** November 20, 2018 2:03:58 PM

---

See attached

Want to ensure my remarks cover what Fed is doing in these topics and squeeze in some broader themes

Glenn Campbell

613 941-0722 (w)

---

**From:** Louroz Mercader  
**Sent:** Tuesday, November 20, 2018 1:36 PM  
**To:** Kristina Verner; Carol Webb; Claudia Landres-Hansen; [REDACTED] Michael Geist; Teresa Scassa; Pamela Robinson; [REDACTED]@toronto.ca; [REDACTED]@toronto.ca; [REDACTED]@toronto.ca; [REDACTED]@toronto.ca; Natasha Gevikoglu; [REDACTED] chantal Bernier; Campbell, Glenn (INFC); David.Stonehouse@toronto.ca  
**Subject:** Civic Lab - Info Sheets (Confidential Drafts)

---

Dear Civic Lab Speakers,

Thank you in advance for your time, expertise and participation in Waterfront Toronto's Civic Lab taking place this Friday, November 23.

We wanted to share with you a series of **Confidential DRAFT** public education "Info Sheets" which will be circulated for feedback with the participants at our Civic Lab.

They are also intended to help inform your speaking remarks in advance of our call this afternoon at **4:30pm**.

**Attached are the following Info Sheets:**

- 1 - Smart Cities
- 2 - Digital Governance
- 3 - Data Collection and Use
- 4 - Algorithms

Let me know if you have any questions.

Many thanks and speak soon,

Louroz

Louroz Mercader | Communications and Public Engagement Manager | **Waterfront Toronto** | 1310-20 Bay Street | Toronto ON M5J 2N8 | [REDACTED]@waterfronttoronto.ca | [waterfronttoronto.ca](http://waterfronttoronto.ca)



**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Meg Davis](#); [Kristina Verner](#); [Edward Chalupka](#)  
**Cc:** [Tippins, Shawn \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#)  
**Subject:** Fw: Meeting Request - Sidewalk Labs  
**Date:** November 19, 2018 3:33:29 PM  
**Attachments:** [image002.png](#)

---

FYI as discussed

Glenn Campbell  


613 941-0722 (w)

---

**From:** Lexi Ensor  
**Sent:** November 9, 2018 3:57:34 PM (UTC-05:00) Eastern Time (US & Canada)  
**To:** Gillis, Kelly (INFC)  
**Cc:** Brian Teefy  
**Subject:** Meeting Request - Sidewalk Labs

Hi Deputy Minister Gillis,

Sidewalk Labs would very much like to meet with you before the end of the year to discuss their signature Toronto project given the relation to innovation, growth opportunities, and infrastructure, related to this project in Toronto.

The project is at a critical juncture which why it's important that we get a meeting with you. We were hoping to set up a call this month, and then set up regular update calls regarding the project on an ongoing basis.

If your team could provide us with a couple dates and times that would be great. Schedules are tough with both I'm sure, but I should note that we can find a time to speak over the phone.

Please let me or Brian know if you have any questions.

Thanks,



---

**Lexi Ensor**

Associate

  
T: 416.864.7112 ext.   
145 King St East, 2nd Floor Toronto, Ontario M5C 2Y7  
[ensor@strategycorp.com](mailto:ensor@strategycorp.com) | [strategycorp.com](http://strategycorp.com)



**From:** Campbell, Glenn (INFC)  
**To:** Kristina Verner  
**Cc:** Tippins, Shawn (INFC)  
**Subject:** RE: Federal Government Cancellation for Civic Lab  
**Date:** November 19, 2018 12:03:00 PM  
**Attachments:** image001.png

I will fill in the spot, supported by a Director for PIPEDA from ISED  
 Need to figure out how to do plan B and make work, perhaps covering some smart city and infra policy work

**From:** Kristina Verner [mailto:KVerner@waterfronttoronto.ca]

**Sent:** November 19, 2018 11:42 AM

**To:** Campbell, Glenn (INFC)

**Subject:** Federal Government Cancellation for Civic Lab

**Importance:** High

Glenn – See below – for discussion on our call. This leaves a significant gap for the Civic Lab on Friday  
 kristina.verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street |  
 toronto ON M5J 2N8 | [REDACTED] | [kverner@waterfronttoronto.ca](mailto:kverner@waterfronttoronto.ca) | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto

**From:** Schaan, Mark (IC) <[mark.schaan@canada.ca](mailto:mark.schaan@canada.ca)>

**Sent:** Monday, November 19, 2018 11:38 AM

**To:** Edward Chalupka <[EChalupka@waterfronttoronto.ca](mailto:EChalupka@waterfronttoronto.ca)>

**Cc:** Kristina Verner <[KVerner@waterfronttoronto.ca](mailto:KVerner@waterfronttoronto.ca)>; Louroz Mercader  
 <[LMercader@waterfronttoronto.ca](mailto:LMercader@waterfronttoronto.ca)>

**Subject:** RE: Civic Lab Next Week

Thanks, Edward. I assume Glenn and the Infrastructure crew will be in touch, as I am no longer able to participate in the event. I look forward to the next one, however, and to engaging on this work.

Thanks,

m.

**Mark Schaan**

Director General, Marketplace Framework Policy Branch

Innovation, Science and Economic Development Canada (ISED) / Government of Canada

[mark.schaan@canada.ca](mailto:mark.schaan@canada.ca) / Tel: 343-291-3700 / C: [REDACTED]

Directeur général, Direction générale des politiques-cadres du marché

Innovation, Sciences et Développement économique Canada (ISDE) / Gouvernement du Canada

[mark.schaan@canada.ca](mailto:mark.schaan@canada.ca) / Tel: 343-291-3700 / C: [REDACTED]

**From:** Edward Chalupka [REDACTED]@waterfronttoronto.ca>

**Sent:** November 16, 2018 4:06 PM

**To:** Schaan, Mark (IC) <[mark.schaan@canada.ca](mailto:mark.schaan@canada.ca)>

**Cc:** Kristina Verner <[KVerner@waterfronttoronto.ca](mailto:KVerner@waterfronttoronto.ca)>; Louroz Mercader  
 [REDACTED]@waterfronttoronto.ca>

**Subject:** Civic Lab Next Week

**Importance:** High



Sent on behalf of Kristina Verner – Please see below.

Hello,

Thank you again for to participate in our upcoming Civic Lab to help provide greater context around the data/digital conversation for smart cities.

I apologize if our communications team has already been in touch with regard to the Civic Lab next week, and this is a duplicate e-mail. However, I wanted to reach out to you to ensure you have the information you require to prepare for the session. We currently have 33 confirmed participants and are following up with any folks who haven't RSVP'd today. The event will be livestreamed and captured for later viewing.

From a high level the agenda will flow as follows:

1. Welcome from Michael Geist
2. Introductions & Agenda Overview – Nicole Swerhun
3. Briefing from Waterfront Toronto – Kristina Verner
4. Briefing from City of Toronto – Michael Noble
5. Environmental & Policy Scan
  - a. Environmental Scan – Privacy & Data Ownership – Teresa Scassa
  - b. Environmental Scan – Smart Cities – Where technology and urbanism meet, designing for inclusion – Pamela Robinson
  - c. Policy Framework – City of Toronto – Lawrence Eta, Deputy CIO
  - d. Policy Framework – Province of Ontario – TBD?
  - e. **Policy Framework - Government of Canada – Mark Schaan, Director General, Marketplace Framework Policy Branch, ISED**  
**Key Questions: The federal government's jurisdiction on data governance issues in relation to the other two levels of government, specifically the policies in place with regard to privacy and data governance and what can be leveraged by the Quayside project. In addition, highlight current efforts to modernize the policy frameworks including the consultations underway.**
  - f. TBC – IPCO/OPC
5. Q&A from the floor to all speakers
6. Discussion and Feedback Roundtables
7. Full room Facilitation Plenary
8. Wrap Up and Next Steps

If we could kindly have a copy of any slides, etc., that you would like to use for your segment by **3pm on Thursday, November 22**, we would greatly appreciate it.

I believe that Louroz has been in touch with regard to a speaker briefing. In the interim, if you any question, please do not hesitate to reach out to me.

All the best!

Kristina

kristina.verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED] | [kverner@waterfronttoronto.ca](mailto:kverner@waterfronttoronto.ca) | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Schaan, Mark \(IC\)](#); [Setlakwe, Lisa \(IC\)](#)  
**Cc:** [Tippins, Shawn \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#); [Taillefer, Charles \(IC\)](#)  
**Subject:** Re: Waterfront Toronto Civic Lab event, November 23rd  
**Date:** November 17, 2018 2:15:17 PM  
**Attachments:** [image001.png](#)

Thank you Mark, and welcome Charles' participation. Will be in touch, thanks again. Glenn

Glenn Campbell

613 941-0722 (w)

**From:** Schaan, Mark (IC)  
**Sent:** Saturday, November 17, 2018 1:45 PM  
**To:** Campbell, Glenn (INFC); Setlakwe, Lisa (IC)  
**Cc:** Tippins, Shawn (INFC); Faraday-Smith, Nancy (INFC); Taillefer, Charles (IC)  
**Subject:** RE: Waterfront Toronto Civic Lab event, November 23rd

Hi Glenn,

I understand you had a great chat with Lisa. Again, apologies that I can't be there, and we do understand the need to ensure we show a tapped-in Federal presence on the important issues. I have spoken with Charles, the director here of privacy and data protection policy, and he can make it on Friday as an observer to the discussions. I trust you guys will relay this shift in format to the Civic Lab folks? And Charles is at the ready with respect to logistics information. Thanks, m.

**Mark Schaan**

Director General, Marketplace Framework Policy Branch  
 Innovation, Science and Economic Development Canada (ISED) / Government of Canada  
[mark.schaan@canada.ca](mailto:mark.schaan@canada.ca) / Tel: 343-291-3700 / C : [REDACTED]  
 Directeur général, Direction générale des politiques-cadres du marché  
 Innovation, Sciences et Développement économique Canada (ISDE) / Gouvernement du Canada  
[mark.schaan@canada.ca](mailto:mark.schaan@canada.ca) / Tel: 343-291-3700 / C : [REDACTED]

**From:** Campbell, Glenn (INFC)  
**Sent:** November 16, 2018 1:58 PM  
**To:** Schaan, Mark (IC) ; Setlakwe, Lisa (IC)  
**Cc:** Tippins, Shawn (INFC) ; Faraday-Smith, Nancy (INFC)  
**Subject:** Re: Waterfront Toronto Civic Lab event, November 23rd

Hi Mark, just following up on your end [REDACTED]

There is a lot of interest in demand to understand implications for marketplace framework

policies, and this is fertile ground to engage on privacy and other digital governance issues.

Regards, Glenn  
Glenn Campbell

613 941-0722 (w)

**From:** Schaan, Mark (IC)

**Sent:** Wednesday, November 14, 2018 11:09 PM

**To:** Campbell, Glenn (INFC); Setlakwe, Lisa (IC)

**Cc:** Tippins, Shawn (INFC); Faraday-Smith, Nancy (INFC)

**Subject:** RE: Waterfront Toronto Civic Lab event, November 23rd

Thanks for this, Glenn. I am still conflicted on the day, but am trying to see what I can do to move the conflicts, although I am leading on one of them, which makes it a challenge. In looking at the invite, I wonder the degree to which this is general digital/data policy discussion or more specifically related to smart cities/civic infrastructure. Our policy levers are of general application, and so I worry that focussing on the general data approach may not be as easy to understand how it can resolve some of these very specific, more civic infrastructure questions. So I wonder if the federal presence isn't better represented by a civic/smart cities lens, rather than raising expectations that our data work may be quickly working to address these specific use cases. Happy to discuss but just some thoughts as we try to see how we can best support. All best,  
m.

**Mark Schaan**

Director General, Marketplace Framework Policy Branch

Innovation, Science and Economic Development Canada (ISED) / Government of Canada

[mark.schaan@canada.ca](mailto:mark.schaan@canada.ca) / Tel: 343-291-3700 / C : [REDACTED]

Directeur général, Direction générale des politiques-cadres du marché

Innovation, Sciences et Développement économique Canada (ISDE) / Gouvernement du Canada

[mark.schaan@canada.ca](mailto:mark.schaan@canada.ca) / Tel: 343-291-3700 / C : [REDACTED]

**From:** Campbell, Glenn (INFC)

**Sent:** November 14, 2018 6:58 PM

**To:** Setlakwe, Lisa (IC) <[lisa.setlakwe@canada.ca](mailto:lisa.setlakwe@canada.ca)>; Schaan, Mark (IC) <[mark.schaan@canada.ca](mailto:mark.schaan@canada.ca)>

**Cc:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>; Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>

**Subject:** Waterfront Toronto Civic Lab event, November 23rd

**Importance:** High

Lisa, Mark –

I believe Nancy had been in touch about the Civic Lab event on digital governance that Waterfront Toronto is organizing for the end of next week. Yesterday Kelly Chaired the Inter-Governmental Steering Committee for the Toronto Waterfront Revitalization Initiative, at which Waterfront Toronto briefed on the upcoming event. There was a lot expressed interest in ensuring federal government is providing all the support we can to Waterfront around the Quayside-SideWalk Labs initiative. Kelly asked me to follow to see what can be done to confirm ISED presence, as I understand Mark is tentative but may scheduling challenges.

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Please see the invite below. I am happy to provide more details and discuss further.

Glenn

Glenn Campbell

Assistant Deputy Minister

Investments, Partnerships and Innovation

Infrastructure Canada

613 941-0722

---

**From:** Kristina Verner [<mailto:KVerner@waterfronttoronto.ca>]

**Sent:** November 6, 2018 9:33 AM

**To:** Stephanie Chow [REDACTED]@waterfronttoronto.ca>

**Subject:** Invitation from Waterfront Toronto: Civic Lab on Data Governance

## **Civic Lab on Digital Governance**

**Friday, November 23, 2018**

12:30 p.m. - 3:00 p.m.

Globe and Mail Centre

351 King Street East, Toronto, ON M5A 0N1

Waterfront Toronto and our Digital Strategy Advisory Panel (DSAP) invite you to participate in a Civic Lab to explore key issues related to smart city development.

Join leaders from governments, academic institutions, the private and non-profit sectors in discussing the global context of digital governance, existing and emerging public policy and the considerations relevant to the Quayside project with Sidewalk Labs.

The results from this invitation-only discussion will feed into the work of the Digital Strategy Advisory Panel as well as the broader public consultation.

Please **RSVP** by **Friday, November 16, 2018 - 5:00 p.m.** to

Stephanie Chow at [REDACTED]@waterfronttoronto.ca

*\*This invitation is non-transferable*

*Coffee and tea will be provided*

*Wheelchair accessible venue*

*Please let us know if you have any special requirements*

Many thanks,

Kristina Verner

Vice President, Innovation, Sustainability & Prosperity, Waterfront Toronto

Michael Geist

Interim Chair, Waterfront Toronto, Digital Strategy Advisory Panel



**From:** Campbell, Glenn (INFC)  
**To:** Tippins, Shawn (INFC); Faraday-Smith, Nancy (INFC)  
**Cc:** Boudreau, Marcia (INFC)  
**Subject:** RE: November 28: Port Lands Flood Protection groundbreaking  
**Date:** November 16, 2018 4:44:00 PM  
**Attachments:** image001.png

Yes [REDACTED]

**From:** Tippins, Shawn (INFC)  
**Sent:** November 16, 2018 4:37 PM  
**To:** Campbell, Glenn (INFC) ; Faraday-Smith, Nancy (INFC)  
**Cc:** Boudreau, Marcia (INFC)  
**Subject:** FW: November 28: Port Lands Flood Protection groundbreaking  
 Please note.

**From:** Nassif, Marie-Pier (INFC)  
**Sent:** November 16, 2018 4:35 PM  
**To:** Edward Chalupka [REDACTED]@waterfronttoronto.ca>  
**Cc:** Tippins, Shawn (INFC) <shawn.tippins@canada.ca>  
**Subject:** RE: November 28: Port Lands Flood Protection groundbreaking  
 Excellent – thanks a lot for looping me in.  
 Marie-Pier

**From:** Edward Chalupka [REDACTED]@waterfronttoronto.ca]  
**Sent:** November 16, 2018 4:33 PM  
**To:** Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>  
**Subject:** FW: November 28: Port Lands Flood Protection groundbreaking  
 Wanted to loop you both in – know that the deputy mentioned that the policy side was not notified yet by your comms regarding the groundbreaking event on the 28<sup>th</sup>.  
 See below that your Minister has confirmed his participation.  
 Ed

**From:** Hobbs, Joshua (INFC) <joshua.hobbs@canada.ca>  
**Sent:** Friday, November 16, 2018 4:30 PM  
**To:** Mira Shenker <[REDACTED]@waterfronttoronto.ca>; Don Peat <Don.Peat@toronto.ca>; Deborah Blackstone <Deborah.Blackstone@toronto.ca>; MacGillivray, Lauren (MOI) <Lauren.MacGillivray@ontario.ca>; Louise Brunet [REDACTED]@toronto.ca>  
**Cc:** Kate Naylor [REDACTED]@waterfronttoronto.ca>; Andrew Tumilty <ATumilty@waterfronttoronto.ca>; Edward Chalupka [REDACTED]@waterfronttoronto.ca>; Cameron MacKay <CMacKay@waterfronttoronto.ca>  
**Subject:** RE: November 28: Port Lands Flood Protection groundbreaking  
 Confirming in writing that the federal rep will now be the Honourable François-Philippe Champagne, Minister of Infrastructure and Communities

**From:** Mira Shenker [REDACTED]@waterfronttoronto.ca]  
**Sent:** November 8, 2018 8:58 AM  
**To:** Don Peat <Don.Peat@toronto.ca>; Deborah Blackstone <Deborah.Blackstone@toronto.ca>; MacGillivray, Lauren (MOI) <Lauren.MacGillivray@ontario.ca>; Hobbs, Joshua (INFC)

<joshua.hobbs@canada.ca>; Louise Brunet <[REDACTED]@toronto.ca>

ATIA - 19(1)

**Cc:** Kate Naylor <[REDACTED]@waterfronttoronto.ca>; Andrew Tumilty

<ATumilty@waterfronttoronto.ca>; Edward Chalupka <[REDACTED]@waterfronttoronto.ca>; Cameron MacKay <CMacKay@waterfronttoronto.ca>

**Subject:** November 28: Port Lands Flood Protection groundbreaking

Hi all,

We've landed on Wednesday, November 28, at 9:30am for a groundbreaking event to celebrate the start of construction for the full Port Lands Flood Protection program.

Confirmed participants are:

- **Federal Government:** Parliamentary Secretary to the Minister of Infrastructure and Communities, MP Eglinton-Lawrence Marco Mendicino
- **Provincial Government:** Minister of Infrastructure Monte McNaughton
- **City of Toronto:** Mayor John Tory
- **Waterfront Toronto:** President and CEO Michael Nobrega

Can we schedule a call asap to discuss the event scenario/speakers, materials and critical path between now and November 28? Lauren and Josh, as discussed, please loop in additional staff. Are people available for a 30-minute call today at 12pm? If not, what about tomorrow morning (November 9) or Tuesday (Nov. 13) at either 9:30am or 12pm?

Thanks,

Mira

mira.shenker | project communications manager | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8  
[REDACTED] mshenker@waterfronttoronto.ca | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**toronto

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Tippins, Shawn \(INFC\)](#)  
**Subject:** FW: Waterfront Toronto Civic Lab event, November 23rd  
**Date:** November 15, 2018 12:03:00 PM  
**Attachments:** [image001.png](#)

**From:** Peets, Gerard (INFC)  
**Sent:** November 15, 2018 10:51 AM  
**To:** Campbell, Glenn (INFC)  
**Subject:** RE: Waterfront Toronto Civic Lab event, November 23rd  
 Seems like it could go either way/both ways.

As a plan B, if you would like one of my team to go with you, we could do that too. Nancy should be talking to the gang at Smart Cities about how the issues around data and privacy are developing in the context of the challenge. I suspect this connection is taking place already.

Gerard

**From:** Campbell, Glenn (INFC)  
**Sent:** November 15, 2018 7:49 AM  
**To:** Peets, Gerard (INFC) <[gerard.peets@canada.ca](mailto:gerard.peets@canada.ca)>  
**Subject:** Fw: Waterfront Toronto Civic Lab event, November 23rd

Views?

What about fallback options?

Glenn Campbell

613 941-0722 (w)

**From:** Schaan, Mark (IC) <[mark.schaan@canada.ca](mailto:mark.schaan@canada.ca)>  
**Sent:** Wednesday, November 14, 2018 11:09 PM  
**To:** Campbell, Glenn (INFC); Setlakwe, Lisa (IC)  
**Cc:** Tippins, Shawn (INFC); Faraday-Smith, Nancy (INFC)  
**Subject:** RE: Waterfront Toronto Civic Lab event, November 23rd

Thanks for this, Glenn. I am still conflicted on the day, but am trying to see what I can do to move the conflicts, although I am leading on one of them, which makes it a challenge. In looking at the invite, I wonder the degree to which this is general digital/data policy discussion or more specifically related to smart cities/civic infrastructure. Our policy levers are of general application, and so I worry that focussing on the general data approach may not be as easy to understand how it can resolve some of these very specific, more civic infrastructure questions. So I wonder if the federal presence isn't better represented by a civic/smart cities lens, rather than raising expectations that our data work may be quickly working to address these specific use cases. Happy to discuss but just some thoughts as we try to see how we can best support. All best,  
 m.

**Mark Schaan**

Director General, Marketplace Framework Policy Branch  
 Innovation, Science and Economic Development Canada (ISED) / Government of Canada  
[mark.schaan@canada.ca](mailto:mark.schaan@canada.ca) / Tel: 343-291-3700 / C :  
 Directeur général, Direction générale des politiques-cadres du marché



Innovation, Sciences et Développement économique Canada (ISDE) / Gouvernement du Canada  
[mark.schaan@canada.ca](mailto:mark.schaan@canada.ca) / Tel: 343-291-3700 / C [REDACTED]

**From:** Campbell, Glenn (INFC)

**Sent:** November 14, 2018 6:58 PM

**To:** Setlakwe, Lisa (IC) <[lisa.setlakwe@canada.ca](mailto:lisa.setlakwe@canada.ca)>; Schaan, Mark (IC) <[mark.schaan@canada.ca](mailto:mark.schaan@canada.ca)>

**Cc:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>; Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>

**Subject:** Waterfront Toronto Civic Lab event, November 23rd

**Importance:** High

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Investments, Partnerships and Innovation

Infrastructure Canada

613 941-0722

---

**From:** Kristina Verner [<mailto:KVerner@waterfrontoronto.ca>]

**Sent:** November 6, 2018 9:33 AM

**To:** Stephanie Chow <[REDACTED]@waterfrontoronto.ca>

**Subject:** Invitation from Waterfront Toronto: Civic Lab on Data Governance

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Michael Geist

Interim Chair, Waterfront Toronto, Digital Strategy Advisory Panel



**From:** Campbell, Glenn (INFC)  
**To:** Gillis, Kelly (INFC)  
**Subject:** Fw: Waterfront Toronto Civic Lab event, November 23rd  
**Date:** November 15, 2018 7:49:52 AM  
**Attachments:** image001.png

Glenn Campbell

613 941-0722 (w)

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**Sent:** November 6, 2018 9:33 AM

**To:** Stephanie Chow [REDACTED]@waterfronttoronto.ca>

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Vice President, Innovation, Sustainability & Prosperity, Waterfront Toronto

Michael Geist

Interim Chair, Waterfront Toronto, Digital Strategy Advisory Panel



**From:** Campbell, Glenn (INFC)  
**To:** Redish, Adam (MOI)  
**Subject:** Re: [REDACTED]  
**Date:** November 13, 2018 1:17:39 PM

---

[REDACTED]

Glenn Campbell  
[REDACTED]  
613 941-0722 (w)

---

**From:** Redish, Adam (MOI)  
**Sent:** Tuesday, November 13, 2018 11:02 AM  
**To:** Lou Di Gironimo  
**Cc:** Campbell, Glenn (INFC); Marrin, Kyla (MOI)  
**Subject:** Fw: [REDACTED].

---

[REDACTED] - sent to the wrong Lou.

Ar

Sent from my BlackBerry 10 smartphone on the Rogers network.

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**From:** Redish, Adam (MOI)  
**Sent:** Tuesday, November 13, 2018 10:28 AM  
**To:** Campbell, Glenn (INFC); Politano, Lou (IO)  
**Cc:** Marrin, Kyla (MOI)  
**Subject:** FW: [REDACTED]

---

[REDACTED]

**From:** Redish, Adam (MOI)  
**Sent:** November 13, 2018 10:18 AM  
**To:** Redish, Adam (MOI)  
**Subject:** FW: [REDACTED]

---

**From:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>  
**Sent:** November 9, 2018 6:38 PM

**To:** Redish, Adam (MOI) <[Adam.Redish@ontario.ca](mailto:Adam.Redish@ontario.ca)>; Lou Di Gironimo [REDACTED] <[REDACTED]@toronto.ca>

**Subject:** [REDACTED]





**Page 346  
is withheld  
pursuant to paragraph  
21(1)(a) & 21(1)(b)  
of the *Access to Information Act***

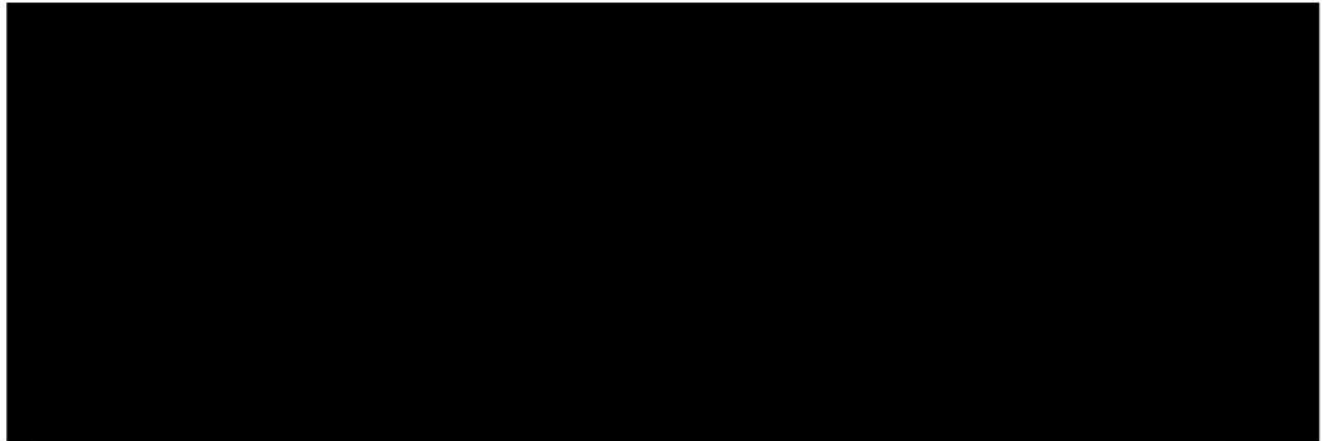
**\*\*\*\***

**La page 346  
Font l'objet d'une exception totale  
conformément aux dispositions de paragraphe  
21(1)(a) & 21(1)(b)  
de la *loi sur l'accès à l'information***

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Gillis, Kelly \(INFC\)](#)  
**Cc:** [Tippins, Shawn \(INFC\)](#)  
**Subject:** Looks like Adam for Scott today [REDACTED]  
**Date:** November 13, 2018 11:18:44 AM

---

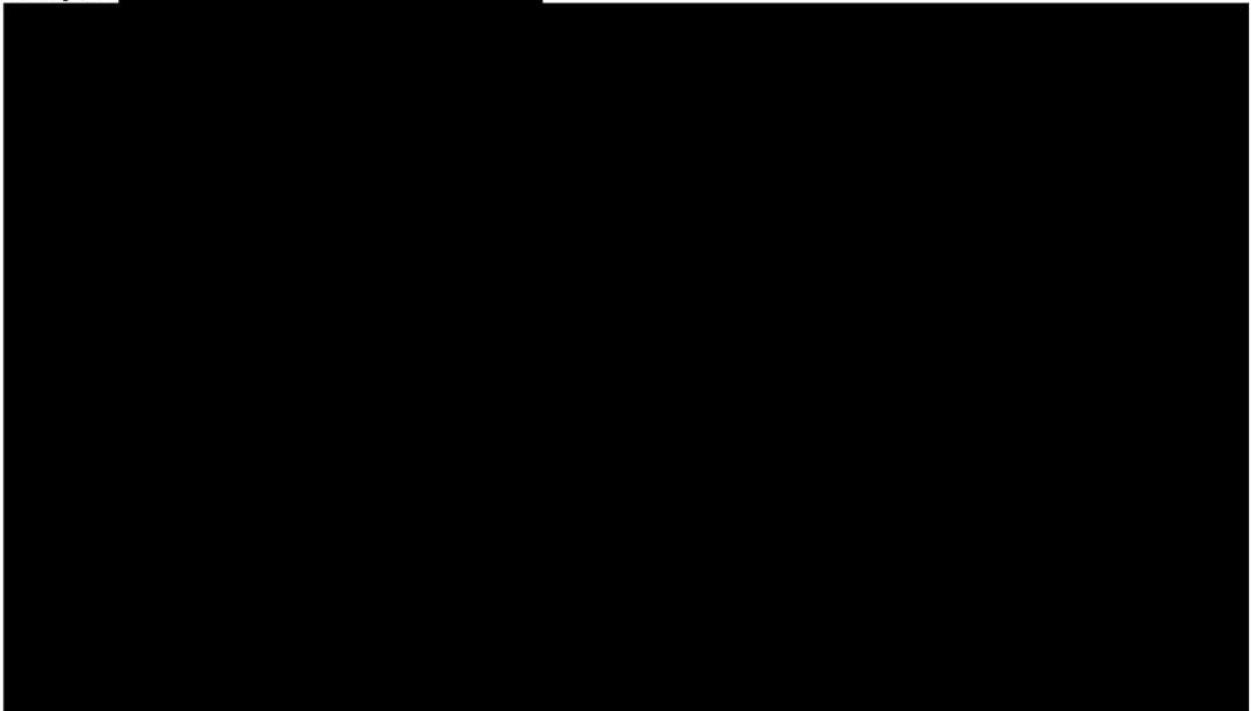
**From:** Redish, Adam (MOI)  
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**Sent:** November 13, 2018 10:18 AM  
**To:** Redish, Adam (MOI)  
**Subject:** [REDACTED]

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**Sent:** November 9, 2018 6:38 PM  
**To:** Redish, Adam (MOI) <[Adam.Redish@ontario.ca](mailto:Adam.Redish@ontario.ca)>; Lou Di Gironimo [REDACTED] <[REDACTED]@toronto.ca>  
**Subject:** [REDACTED]



**Page 348  
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of the *Access to Information Act***

**\*\*\*\***

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Font l'objet d'une exception totale  
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21(1)(a) & 21(1)(b)  
de la *loi sur l'accès à l'information***

**From:** Campbell, Glenn (INFC)  
**To:** Tippins, Shawn (INFC)  
**Cc:** Mitchell2, Lisa (INFC); Faraday-Smith, Nancy (INFC); Zewede, Heywet (IC); Ladouceur3, Natalie (INFC); Boudreau, Marcia (INFC)  
**Subject:** Re: Nov. 19 - Sidewalk labs briefing with Minister  
**Date:** November 9, 2018 7:22:35 PM

---

Thanks

Glenn Campbell

613 941-0722 (w)

---

**From:** Tippins, Shawn (INFC)  
**Sent:** Friday, November 9, 2018 7:07 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Mitchell2, Lisa (INFC); Faraday-Smith, Nancy (INFC); Zewede, Heywet (INFC); Ladouceur3, Natalie (INFC); Boudreau, Marcia (INFC)  
**Subject:** Fw: Nov. 19 - Sidewalk labs briefing with Minister

---

Glenn -see below. This is just to keep on the radar that a briefing for the Minister on WT is still expected to happen on the 19th. The DM had mentioned that perhaps a deck could support the briefing, one that focuses on the fundamentals of the file - a kind of "WT-101," if you will...

I understand she wants to give the MIN an appreciation of the broader Toronto Waterfront Revitalization Initiative, (TWRI) and the federal relationship to it, and provide the perspective that the TWRI is about more than just Sidewalk.

I've started working on a deck, but had to the IGSC binder in the last couple days. The deck of course will be a focus for next week.

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Eyre, Jennifer (INFC)  
**Sent:** Friday, November 9, 2018 5:37 PM  
**To:** Tippins, Shawn (INFC)  
**Subject:** FW: Nov. 19 - Sidewalk labs briefing with Minister

---


Hi, please see below and note that the MS12 event will likely not take place on the 19<sup>th</sup> and as such, please proceed with the likelihood of the briefing with the Minister taking place on the 19<sup>th</sup> re: SW labs.

Thanks.

---

**From:** Chartrand Pigeon, Johanne (INFC)  
**Sent:** November 9, 2018 5:32 PM  
**To:** Eyre, Jennifer (INFC)  
**Cc:** O'Leary, Leslie (INFC)  
**Subject:** Re: Nov. 19 - Sidewalk labs briefing with Minister

If the Minister is not in Mtl in the 19th for pont Champlain, it will be held the afternoon of the 19th. If the Minister does the Champlain MS12 event on the 19th, the Sidewalk Labs briefing will happen by phone the morning of the 21st - while he is i Quebec City.



Johanne

On Nov 9, 2018, at 5:26 PM, Eyre, Jennifer (INFC) <[jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca)> wrote:

Hi Johanne,

Just checking in with you to see if my understanding is correct – I thought you mentioned the other day that the briefing re: sidewalk labs on the 19<sup>th</sup> was going to move to the following week. Is this still the case or is it staying on the 19<sup>th</sup>?

Please confirm and thanks.

Enjoy the long weekend.

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Gillis, Kelly \(INFC\)](#)  
**Cc:** [Eyre, Jennifer \(INFC\)](#)  
**Subject:** Fw: [REDACTED]  
**Date:** November 9, 2018 6:04:20 PM

---

FYI

Glenn Campbell

[REDACTED]  
613 941-0722 (w)

---

**From:** Tippins, Shawn (INFC)  
**Sent:** Friday, November 9, 2018 5:12 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Boudreau, Marcia (INFC); Zewede, Heywet (INFC); Ladouceur3, Natalie (INFC); Faraday-Smith, Nancy (INFC)  
**Subject:** [REDACTED]

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**Page 352  
is withheld  
pursuant to paragraph  
21(1)(a) & 21(1)(b)  
of the *Access to Information Act***

**\*\*\*\***

**La page 352  
Font l'objet d'une exception totale  
conformément aux dispositions de paragraphe  
21(1)(a) & 21(1)(b)  
de la *loi sur l'accès à l'information***

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Tippins, Shawn \(INFC\)](#)  
**Subject:** Re: Civic Labs  
**Date:** November 9, 2018 5:25:36 PM  
**Attachments:** [image001.png](#)

---

Yeah and I will go too and can play a role as needed

Glenn Campbell



613 941-0722 (w)

---

**From:** Tippins, Shawn (INFC)  
**Sent:** Friday, November 9, 2018 4:52 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** FW: Civic Labs

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See below. We may have to source from our own ranks for Fed participation at the civic lab event on the afternoon of the 23<sup>rd</sup>. It would be nice to have someone sufficiently senior who can sit on a panel for part of the program. Gerard? Jenny Tremblay?

---

**From:** Tippins, Shawn (INFC)  
**Sent:** November 9, 2018 4:43 PM  
**To:** Schaan, Mark (IC) ; Faraday-Smith, Nancy (INFC)  
**Cc:** Pilon, Julien (IC) ; Haddad, Kristen (IC) ; Leung2, Derek (IC)  
**Subject:** RE: Civic Labs

Thanks Mark... Grateful if you can keep us posted on your status. If worse-comes-to-worse, would there be an alternate from ISED that we may be able to consider?

Thanks, ST.

**Shawn Tippins**

Senior Analyst,  
 Investment, Partnerships and Innovation Branch  
 Infrastructure Canada / Government of Canada  
[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca) / Tel: 613-854-7639

Analyste principal,  
 Direction générale des investissements, des partenariats et de l'innovation  
 Infrastructure Canada / Gouvernement du Canada  
[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca) / Tél. : 613-854-7639

---

**From:** Schaan, Mark (IC)  
**Sent:** November 9, 2018 4:23 PM  
**To:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>  
**Cc:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>; Pilon, Julien (IC) <[julien.pilon@canada.ca](mailto:julien.pilon@canada.ca)>; Haddad, Kristen (IC) <[kristen.haddad@canada.ca](mailto:kristen.haddad@canada.ca)>; Leung2, Derek (IC) <[derek.leung2@canada.ca](mailto:derek.leung2@canada.ca)>  
**Subject:** RE: Civic Labs

Hi Nancy and Shawn,

Wanted to give you the heads-up that I may be encountering a conflict with this event. I may be



called into leading a separate round of consultations that we are urgently pursuing on another statute, or I may be grounded by a need to help moderate an internal discussion at the request of the DMs. I'll let you know as soon as I know more, but wanted to give you an early warning. Thanks, m.

**Mark Schaan**

Director General, Marketplace Framework Policy Branch  
Innovation, Science and Economic Development Canada (ISED) / Government of Canada  
[mark.schaan@canada.ca](mailto:mark.schaan@canada.ca) / Tel: 343-291-3700 / [REDACTED]  
Directeur général, Direction générale des politiques-cadres du marché  
Innovation, Sciences et Développement économique Canada (ISDE) / Gouvernement du Canada  
[mark.schaan@canada.ca](mailto:mark.schaan@canada.ca) / Tel: 343-291-3700 / [REDACTED]

**From:** Faraday-Smith, Nancy (INFC)

**Sent:** November 5, 2018 10:28 AM

**To:** Schaan, Mark (IC) <[mark.schaan@canada.ca](mailto:mark.schaan@canada.ca)>

**Cc:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>; Pilon, Julien (IC) <[julien.pilon@canada.ca](mailto:julien.pilon@canada.ca)>; Haddad, Kristen (IC) <[kristen.haddad@canada.ca](mailto:kristen.haddad@canada.ca)>; Leung2, Derek (IC) <[derek.leung2@canada.ca](mailto:derek.leung2@canada.ca)>

**Subject:** FW: Civic Labs

Hi Mark –

See below FYI. Have confirmed with Waterfront Toronto your participation at the November 23<sup>rd</sup> Civic Lab. Please don't hesitate to reach out if any questions.

Nancy

**From:** Faraday-Smith, Nancy (INFC)

**Sent:** November 5, 2018 10:26 AM

**To:** 'Edward Chalupka' [REDACTED] <[\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Cc:** Kristina Verner <[KVerner@waterfronttoronto.ca](mailto:KVerner@waterfronttoronto.ca)>; Carol Webb <[CWebb@waterfronttoronto.ca](mailto:CWebb@waterfronttoronto.ca)>; Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>; Boudreau, Marcia (INFC) <[marcia.boudreau@canada.ca](mailto:marcia.boudreau@canada.ca)>

**Subject:** RE: Civic Labs

Hi Ed,

Happy to say that ISED will be happy to give a brief (~15 minute) presentation at the Civic Lab on

**November 23<sup>rd</sup>**. Mark Schaan, Director General of the Marketplace Framework Policy Branch, ISED Strategy and Innovation Policy Sector, will speak to the relevant privacy-related activities/initiatives at the federal level and, in general terms, the digital and data consultations that took place.

If helpful, here's where he's situated in the GC directory:

<http://gcdirectory-gcannuaire.ssc-spc.gc.ca/en/GCD/?pgid=015&dn=cn%3Dmark.schaan%40canada.ca%2Cou%3DDGO-BDG%2Cou%3DMFPB-DGPCM%2Cou%3DSIPS-SSPI%2Cou%3DISED-DM-ISDESM%2Cou%3DISED-ISDE%2Co%3DGC%2Cc%3DCA>

In my absence, Shawn will work with you on any logistics in the lead up to November 23<sup>rd</sup> in terms of liaising with ISED/Mark's office. As soon as available, grateful if you could send any program, agenda, other confirmed speakers, attendees etc.

I'll be back in the office on November 20<sup>th</sup>. Shawn and I both likely to also be at the Lab and we'll confirm whether Glenn is also available.

If you have any immediate questions, I'm here until about noon today.

Cheers,  
Nancy

**From:** Edward Chalupka [REDACTED]@waterfrontoronto.ca]

**Sent:** October 29, 2018 4:47 PM

**To:** Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>

**Cc:** Kristina Verner <KVerner@waterfrontoronto.ca>; Carol Webb <CWebb@waterfrontoronto.ca>

**Subject:** Civic Labs

Nancy – Further to my email from last week and provide more clarity I have attached suggested key points that we would wish to have presenters cover with respect to the Civic labs on Digital Governance. I have highlighted in yellow what we would like to see covered by the federal government.

Note that we have also reached out to Hilary Hartley (Chief Digital Officer) from the province of Ontario and are waiting to hear back.

At this point we don't have an outline yet for the IP civic labs – which may very slip into December or the new year. We will endeavor to get you an outline shortly on the IP side.

Ed

**A. Waterfront Toronto (Kristina Verner) – 10 minutes**

- Quick introduction to Waterfront Toronto and its role.
- Smart / digital cities present an important, complex policy frontier for public institutions. There is a wide spectrum of opinions on what smart cities might mean for urban living and democracy.
- At one end of the spectrum is the perspective that, through the use of environmental sensors, real-time data collection, and sophisticated algorithms, smart / digital cities can provide new, improved services for citizens that would never have been possible before. Understanding real-time traffic patterns and passenger demand to modify bus routes to provide better, more responsive transit service for example.
- At the other end of the spectrum is the perspective that smart / digital cities represent a crisis in governance, personal privacy, and municipal self-determination. This perspective is concerned that smart cities are a marketing tool employed by big tech companies looking to amass personal data about individuals and insert themselves between citizens and those elected to represent them for private profit.
- While smart / digital cities are not new (smart city competitions date back at least 20 years), the sophistication of the technology and the willingness of public / private Quayside Civic Labs – Proposed Approach Page 5 of 6 sector to work together on smart city solutions means we're closer than ever to seeing them become a reality.
- With Quayside, many voices have spoken up at both sides of this spectrum (and, of course, many places in between). The challenge and opportunity before Waterfront Toronto, the City, and the Federal government is to strive to develop public policy that helps reap the benefits of the most optimistic outlook on smart cities while avoiding the most worrisome pitfalls.
- All these public actors know that sound public policy needs to be developed through consultation that hears from and considers the range of perspectives on an issue. That's what these Civic Labs are about.

**B. Teresa Scassa (Centre for International Governance Innovation) — 10 minutes**

- What is going on in the rest of the world?
- How are other cities or public institutions dealing with smart city issues?
- What lessons for Toronto, specifically Quayside, can Waterfront Toronto, the City, and the federal government apply?

**C. TBC — 5 minutes**

- What is algorithmic bias and why does it matter?
- What are some of the risks of algorithmic bias in smart city proposals?
- What strategies could Waterfront Toronto, the City, and the federal government explore to avoid algorithmic bias in smart cities?

**D. Rob Meikle (City of Toronto) — 5 minutes**

- What is the City doing to develop public policy around smart cities?
- What opportunities have come up to date?
- What issues have come up to date?
- What strategies is the City using to respond to these opportunities and issues, and where is the City going next?

**E. TBC (Government of Canada) — 10 minutes**

- What are the feds doing to develop public policy around digital?
- What is the status of the fed's Digital Strategy?
- What are some of the issues and opportunities that have come up to date, and how might they apply to Quayside?

**F. Michael Geist (DSAP) - 5 minutes**

- What issues have come in DSAP discussions to date?
- What advice has the DSAP been providing Waterfront Toronto about Quayside?

Hope this helps.

Ed

---

**From:** Edward Chalupka

**Sent:** Thursday, October 25, 2018 5:43 PM

**To:** 'Faraday-Smith, Nancy (INFC)' <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Cc:** Kristina Verner <[KVerner@waterfronttoronto.ca](mailto:KVerner@waterfronttoronto.ca)>

**Subject:** RE: [REDACTED]

Nancy – yes – we are looking to federal, provincial and city participation in the civic labs – which will serve as a forum for both WT and DSAP members to bring together a range of experts and sectors to discuss key issues relating to digital governance and IP. This work discussion will feed into the public roundtables – as you know RT 4 is scheduled at the moment for Dec 8<sup>th</sup> and feed into the discussion of the DSAP. We are looking for federal people in this space that can provide their feedback and thoughts on what SWL is proposing in this space.

At the moment there are two civic labs being proposed, one for IP and the other for digital governance. We are pushing the first scheduled for the 6<sup>th</sup> original to the 22<sup>nd</sup>. Having said that if IGSC falls to the 22<sup>nd</sup> (which it looks like it will) we are going to move the civic labs to the 23<sup>rd</sup> of November and do both the IP and Digital governance on the same day – one in the morning and the other in the afternoon.

Ed

---

**From:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>

**Sent:** Wednesday, October 24, 2018 5:14 PM

**To:** Edward Chalupka [REDACTED] <[\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Subject:** RE: [REDACTED]

I believe this is for the Civic Lab on digital governance, is that right? If so, can you provide me with more parameters on what type of presentation you'd be seeking from a federal representative?

Happy to work on suggestions if armed with a bit more info.

Similarly for the Civic Lab on IP, if helpful I have someone in mind but would need a bit more on the rules of engagement for that as well.

---

**From:** Edward Chalupka [REDACTED] <[\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)>

**Sent:** October 24, 2018 4:22 PM

**To:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Subject:** RE: [REDACTED]

Kristina and I haven't had a chance to connect on that [REDACTED]

Was there a conversation on who might be more appropriate from the federal level ? any suggestions on your end?

Ed

---

**From:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>

**Sent:** Wednesday, October 24, 2018 4:18 PM

**To:** Edward Chalupka [REDACTED] <[\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Subject:** RE: [REDACTED]

It's what you have. However, I spoke with Kristina at the last DSAP and suggested WT may want to reconsider. The work [REDACTED] is leading is focused inwardly on digitizing government services.

---

**From:** Edward Chalupka [REDACTED] <[\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)>

**Sent:** October 24, 2018 4:06 PM

**To:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>; Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>

**Subject:** [REDACTED]

Just following up on the email exchange last week – were you able to track down his email?

edward.chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]  
[REDACTED] <[\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)> | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto

**From:** Campbell, Glenn (INFC)  
**To:** Gillis, Kelly (INFC)  
**Subject:** RE: Meeting Request - Sidewalk Labs  
**Date:** November 9, 2018 4:06:00 PM  
**Attachments:** image002.png

---

[REDACTED]  
Will raise with WF.

G

---

**From:** Gillis, Kelly (INFC)  
**Sent:** November 9, 2018 4:05 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** Fw: Meeting Request - Sidewalk Labs

FYI

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Lexi Ensor <[lensor@strategycorp.com](mailto:lensor@strategycorp.com)>  
**Sent:** Friday, November 9, 2018 3:57 PM  
**To:** Gillis, Kelly (INFC)  
**Cc:** Brian Teefy  
**Subject:** Meeting Request - Sidewalk Labs

Hi Deputy Minister Gillis,

Sidewalk Labs would very much like to meet with you before the end of the year to discuss their signature Toronto project given the relation to innovation, growth opportunities, and infrastructure, related to this project in Toronto.

The project is at a critical juncture which why it's important that we get a meeting with you. We were hoping to set up a call this month, and then set up regular update calls regarding the project on an ongoing basis.

If your team could provide us with a couple dates and times that would be great. Schedules are tough with both I'm sure, but I should note that we can find a time to speak over the phone.

Please let me or Brian know if you have any questions.

Thanks,

---

**Lexi Ensor**

Associate



[REDACTED]  
T: 416.864.7112 ext. [REDACTED]  
145 King St East, 2nd Floor Toronto, Ontario M5C 2Y7  
[lensor@strategycorp.com](mailto:lensor@strategycorp.com) | [strategycorp.com](http://strategycorp.com)



**From:** Fenrich, Julia (INFC)  
**To:** Campbell, Glenn (INFC)  
**Subject:** RE: Waterfront Toronto  
**Date:** November 7, 2018 3:50:34 PM

---

Absolutely!

-----Original Message-----

From: Campbell, Glenn (INFC)  
Sent: November 7, 2018 3:13 PM  
To: Fenrich, Julia (INFC) <julia.fenrich@canada.ca>  
Subject: Re: Waterfront Toronto

Thanks, and please copy my ADMO on tasking [REDACTED]

Glenn Campbell  
[REDACTED]

613 941-0722 (w)

Original Message

From: Fenrich, Julia (INFC)  
Sent: Wednesday, November 7, 2018 11:17 AM  
To: Campbell, Glenn (INFC)  
Cc: Eyre, Jennifer (INFC)  
Subject: RE: Waterfront Toronto

Thanks, Glenn. Sorry, wasn't aware.

Julia

-----Original Message-----

From: Campbell, Glenn (INFC)  
Sent: November 7, 2018 11:11 AM  
To: Fenrich, Julia (INFC) <julia.fenrich@canada.ca>  
Cc: Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>  
Subject: Re: Waterfront Toronto

I understood that Leslie spoke to DM yesterday and she provided update

The call is only today with other deputies in lead up to next IGSC

Glenn Campbell  
[REDACTED]

613 941-0722 (w)

Original Message

From: Fenrich, Julia (INFC)  
Sent: Wednesday, November 7, 2018 10:41 AM  
To: Campbell, Glenn (INFC)  
Cc: Eyre, Jennifer (INFC)  
Subject: RE: Waterfront Toronto

Hi Glenn - just following up on the below.

Thanks,

Julia

-----Original Message-----

From: Fenrich, Julia (INFC)

Sent: November 6, 2018 2:26 PM

To: Glenn Campbell (INFC) (glenn.campbell@canada.ca) <glenn.campbell@canada.ca>

Cc: Jennifer Eyre (INFC) (jennifer.eyre@canada.ca) <jennifer.eyre@canada.ca>

Subject: FW: Waterfront Toronto

Hi Glenn - please see below from Leslie. Jennifer let her know an update will be provided tomorrow.

Julia

-----Original Message-----

From: O'Leary, Leslie (INFC)

Sent: November 6, 2018 10:45 AM

To: Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>; Fenrich, Julia (INFC) <julia.fenrich@canada.ca>

Cc: Bélanger4, Mathieu (INFC) <mathieu.belanger4@canada.ca>; Simpson, Brook (INFC)

<brook.simpson@canada.ca>

Subject: Waterfront Toronto

Hi,

Can I please get an update ASAP today following the DM's meeting with Ontario/Toronto/Waterfront Toronto on next steps, including on data and privacy?

Thanks,

Leslie

Sent from my iPhone

**From:** [Tippins, Shawn \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Subject:** Take-aways [REDACTED]  
**Date:** November 7, 2018 12:58:56 PM

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- [REDACTED]
- Quayside:
  - No discussion of agenda materials
- [REDACTED]



**From:** [Tippins, Shawn \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Cc:** [Tremblay, Jenny \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#)  
**Subject:** RE: URGENT TASKING (SCC): One-pager on MARS (due COB today)  
**Date:** November 6, 2018 11:46:03 AM

Here's the info I have on hand. I've reached-out to Waterfront to see if there's any additional info they can provide:

- Waterfront Toronto has struck an MoU with MaRS Innovation to explore the possibility of a data pilot for Quayside. This work is going to focus on governance models around data trusts, and will not involve Sidewalk Labs. This is part of Waterfront's broader effort to take control of examining the possible data governance solutions for the Quayside project. Engaging MaRS also demonstrates the steps Waterfront Toronto is taking to increase the independent capacity/expertise that it is bringing to bear on examining the substantive questions around data governance.
- On Sept 27<sup>th</sup>, MaRS Discovery District, together with its partner University of Toronto, announced that it is in the final stages of securing a lease with Menkes Developments Ltd. for a new 24,000-square-foot Tech accelerator hub at Toronto's Waterfront Innovation Centre. When opened in 2021, the Waterfront Innovation Centre, developed by Menkes in partnership with Waterfront Toronto, will create approximately 400,000 square feet of commercial space and accommodate an estimated 3,000 workers. The Centre will be situated in close proximity to Sidewalk Labs' proposed Quayside neighbourhood.

The second point is a bit of an aside, but maybe still worth mentioning.

**From:** Campbell, Glenn (INFC)  
**Sent:** November 6, 2018 9:54 AM  
**To:** Tippins, Shawn (INFC)  
**Cc:** Tremblay, Jenny (INFC)

**Subject:** Fw: URGENT TASKING (SCC): One-pager on MARS (due COB today)

Shawn pls connect with SCC as recall WFT has engaged MARS to help on some Quayside issues  
 Glenn Campbell

613 941-0722 (w)

**From:** O'Grady, Tammy (INFC) <[tammy.ograd@canada.ca](mailto:tammy.ograd@canada.ca)>  
**Sent:** Tuesday, November 6, 2018 9:45 AM  
**To:** INFC.O PR.ADMO.Users / Utilisateurs.PR.BSMA O.INFC  
**Cc:** INFC.F DM Office / Bureau du SM F.INFC; INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA O.INFC; INFC.O CIBTO.ADMO.Users / Utilisateurs.BTBIC.BSMA O.INFC; INFC.F CS ADM Office / Bureau du SMA SM F.INFC; Corporate Sec / Sec Ministériel (INFC); Eyre, Jennifer (INFC); Geerts, Line (INFC); Cardinal2, Patrick (INFC)  
**Subject:** URGENT TASKING (SCC): One-pager on MARS (due COB today)

Good morning Policy,

The Parliamentary Secretary has a meeting scheduled with a MARS representative this week, and would like some information as soon as is possible about MARS as it relates to Smart Cities. Please provide to our office no later than 4:00 pm today, please enter in WebCims but electronic version of document is fine to send (no need to create docket).

Thank you,

**Tammy O'Grady**

Coordination and Special Projects Officer | Agente de coordination et projets spéciaux  
Deputy Minister's Office | Bureau du sous-ministre  
Infrastructure and Communities | Infrastructure et Collectivités

Infrastructure Canada

427 Laurier Avenue West, 10th Floor, Ottawa, ON K1R 5C7

[tammy.ogrady@canada.ca](mailto:tammy.ogrady@canada.ca)

Telephone | Téléphone 613-941-7502

Facsimile | Télécopieur 613-948-2963

Government of Canada | Gouvernement du Canada



**From:** Mary Anne Santos  
**To:** Brett Howell  
**Cc:** David Stonehouse; Mike Yu; Tippins, Shawn (INFC); Campbell, Glenn (INFC); Nassif, Marie-Pier (INFC); Morin, Kathy (INFC); Faraday-Smith, Nancy (INFC); Manning, Catalina (MOI); Ren, Wendy (MOI); Matharu, Krishen (INFC); Coffin, Erin (INFC); Whitehead, Cam (MOI); Soler, Roger (INFC); Lisa Taylor; David Kusturin; Adhish Risbud; Sampada Chandane  
**Subject:** Re: Long Term Plan Draft for Strategic Business Plan  
**Date:** November 5, 2018 5:30:10 PM  
**Attachments:** image001.png

---

Hi Brett,

Depending on the governments' availability, I'll try to schedule the conference call either tomorrow (November 6) or on Wednesday (November 7).

Thanks.

Mary Anne

On Nov 5, 2018, at 3:25 PM, Brett Howell [REDACTED]@toronto.ca> wrote:

Hi Mary Anne,

Can you please set up a conference call with the government partners to walk through the attachments? Since many people are not familiar with these documents, I believe a high level summary of how these documents relate to the 5-Year Strategic Plan and the Annual Plan would be helpful.

Also, please note that Kathy Morin and Krishen Matharu no longer work for INFC. For future emails, please add Roger Soler to the circulation list as well (I have added him to the list) --- Shawn to advise if I missed anyone.

Thanks,

**Brett Howell MCIP, RPP**

Technical Coordinator

Waterfront Secretariat, City Planning Division

481 University Avenue, 6th Floor

Toronto, ON M5G 2P1

[REDACTED]  
[REDACTED]

[REDACTED]@toronto.ca

---

**From:** Mary Anne Santos [REDACTED]@waterfrontoronto.ca]

**Sent:** November 5, 2018 2:08 PM

**To:** David Stonehouse <David.Stonehouse@toronto.ca>; [REDACTED]  
[REDACTED]@toronto.ca>; Brett Howell [REDACTED]@toronto.ca>; Tippins, Shawn (INFC  
<shawn.tippins@canada.ca>; Campbell, Glenn (INFC <glenn.campbell@canada.ca>;  
Nassif, Marie-Pier (INFC <marie-pier.nassif@canada.ca>; Morin, Kathy (INFC  
<kathy.morin@canada.ca>; Faraday-Smith, Nancy (INFC <nancy.faraday-  
smith@canada.ca>; Manning, Catalina (MOI) <Catalina.Manning@ontario.ca>; Ren,  
Wendy (MOI) <Wendy.Ren@ontario.ca>; Matharu, Krishen (INFC  
<krishen.matharu@canada.ca>; Coffin, Erin (INFC <erin.coffin@canada.ca>;  
Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>

**Cc:** Lisa Taylor <[LTaylor@waterfrontoronto.ca](mailto:LTaylor@waterfrontoronto.ca)>; David Kusturin <[DKusturin@waterfrontoronto.ca](mailto:DKusturin@waterfrontoronto.ca)>; Adhish Risbud <[REDACTED]@waterfrontoronto.ca>; Sampada Chandane <[REDACTED]@waterfrontoronto.ca>

**Subject:** Long Term Plan Draft for Strategic Business Plan

Hi to all,

Attached is the Long Term Plan draft which accompanies the latest draft of the Strategic Business Plan. Please note that there are adjustments being implemented in a subsequent draft (target completion within the next few weeks) as follows:

- Updated Port Lands funding schedule to reflect timing adjustments to the Provincial and City funding schedule
- Additional investments on York & Rees Street projects
- Allocation of overhead costs to the different projects
- Updates to other projects (as required)

Please let me know if you have any questions.

Thanks.

Mary Anne

mary anne santos | director, financial planning | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]@waterfrontoronto.ca | [www.waterfrontoronto.ca](http://www.waterfrontoronto.ca)

**From:** Campbell, Glenn (INFC)  
**To:** Ladouceur3, Natalie (INFC)  
**Subject:** Re: IGSC PREP? -- RE: Kristina/ Glenn - Call  
**Date:** November 5, 2018 2:57:00 PM  
**Attachments:** image001.png

Ok and Kristina confirmed 1130

Glenn Campbell

613 941-0722 (w)

**From:** Ladouceur3, Natalie (INFC)  
**Sent:** Monday, November 5, 2018 2:55 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** IGSC PREP? -- RE: Kristina/ Glenn - Call

The IGSC prep with the Deputy is tomorrow at 4:30. Shawn will attend and told me you would join by phone – is this correct? I've advised Line and they will call your cell.

I will contact Claudia regarding Kristina's availability for 11:30 tomorrow.

Natalie

**From:** Campbell, Glenn (INFC)  
**Sent:** November 5, 2018 1:01 PM  
**To:** Kristina Verner ; Claudia Landres-Hansen  
**Cc:** Ladouceur3, Natalie (INFC)  
**Subject:** RE: Kristina/ Glenn - Call

I could likely do 1130 tomorrow. Or I can do after 4 pm

**From:** Kristina Verner [<mailto:KVerner@waterfronttoronto.ca>]  
**Sent:** November 5, 2018 12:55 PM  
**To:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>; Claudia Landres-Hansen  
 <[\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)>

**Subject:** RE: Kristina/ Glenn - Call

Agree completely.... Could you start at 11 tomorrow? Otherwise, Thursday I have revised my schedule to open up some additional options, and can make any time between 11 – 3:30 work on Thursday.

Do other of those options work for you?

kristina verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto  
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**WATERFRONT**Toronto

**From:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>  
**Sent:** Monday, November 5, 2018 12:45 PM  
**To:** Claudia Landres-Hansen <[CLandresHansen@waterfronttoronto.ca](mailto:CLandresHansen@waterfronttoronto.ca)>; Kristina Verner  
 <[KVerner@waterfronttoronto.ca](mailto:KVerner@waterfronttoronto.ca)>  
**Subject:** Kristina/ Glenn - Call

I am in TO this week and would really like to find time for personal one on one

-----  
Organizer: Claudia Landres-Hansen

When: 12:00 PM - 12:30 PM November 6, 2018

Subject: Kristina/ Glenn - Call

Location: Kristina to call Glenn

**From:** [Kristina Verner](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Edward Chalupka](#); [Tippins, Shawn \(INFC\)](#)  
**Cc:** [Carol Webb](#); [Campbell, Glenn \(INFC\)](#); [Boudreau, Marcia \(INFC\)](#)  
**Subject:** RE: Civic Labs  
**Date:** November 5, 2018 10:54:33 AM  
**Attachments:** [image001.png](#)

---

Nancy,  
 This is wonderful news! Thank you so much!  
 All the best,  
 Kristina

kristina.verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto  
 ON M5J 2N8 | [\[REDACTED\]](#) | [kverner@waterfronttoronto.ca](mailto:kverner@waterfronttoronto.ca) | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Monday, November 5, 2018 10:26 AM  
**To:** Edward Chalupka ; Tippins, Shawn (INFC)  
**Cc:** Kristina Verner ; Carol Webb ; Campbell, Glenn (INFC) ; Boudreau, Marcia (INFC)  
**Subject:** RE: Civic Labs

Hi Ed,

Happy to say that ISED will be happy to give a brief (~15 minute) presentation at the Civic Lab on **November 23<sup>rd</sup>**. Mark Schaan, Director General of the Marketplace Framework Policy Branch, ISED Strategy and Innovation Policy Sector, will speak to the relevant privacy-related activities/initiatives at the federal level and, in general terms, the digital and data consultations that took place.

If helpful, here's where he's situated in the GC directory:

<http://gcdirectory-gcannuaire.ssc-spc.gc.ca/en/GCD/?pgid=015&dn=cn%3Dmark.schaan%40canada.ca%2Cou%3DDGO-BDG%2Cou%3DMFPB-DGPCM%2Cou%3DSIPS-SSPI%2Cou%3DISED-DM-ISESM%2Cou%3DISED-ISE%2Co%3DGC%2Cc%3DCA>

In my absence, Shawn will work with you on any logistics in the lead up to November 23<sup>rd</sup> in terms of liaising with ISED/Mark's office. As soon as available, grateful if you could send any program, agenda, other confirmed speakers, attendees etc.

I'll be back in the office on November 20<sup>th</sup>. Shawn and I both likely to also be at the Lab and we'll confirm whether Glenn is also available.

If you have any immediate questions, I'm here until about noon today.

Cheers,  
 Nancy

---

**From:** Edward Chalupka [\[REDACTED\]@waterfronttoronto.ca](#)  
**Sent:** October 29, 2018 4:47 PM  
**To:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>  
**Cc:** Kristina Verner <[KVerneer@waterfronttoronto.ca](mailto:KVerneer@waterfronttoronto.ca)>; Carol Webb <[CWebb@waterfronttoronto.ca](mailto:CWebb@waterfronttoronto.ca)>

**Subject:** Civic Labs

Nancy – Further to my email from last week and provide more clarity I have attached suggested key points that we would wish to have presenters cover with respect to the Civic labs on Digital Governance. I have highlighted in yellow what we would like to see covered by the federal government.

Note that we have also reached out to Hilary Hartley (Chief Digital Officer) from the province of Ontario and are waiting to hear back.

At this point we don't have an outline yet for the IP civic labs – which may very slip into December or the new year. We will endeavor to get you an outline shortly on the IP side.

Ed

**A. Waterfront Toronto (Kristina Verner) – 10 minutes**

- Quick introduction to Waterfront Toronto and its role.
- Smart / digital cities present an important, complex policy frontier for public institutions. There is a wide spectrum of opinions on what smart cities might mean for urban living and democracy.
- At one end of the spectrum is the perspective that, through the use of environmental sensors, real-time data collection, and sophisticated algorithms, smart / digital cities can provide new, improved services for citizens that would never have been possible before. Understanding real-time traffic patterns and passenger demand to modify bus routes to provide better, more responsive transit service for example.
- At the other end of the spectrum is the perspective that smart / digital cities represent a crisis in governance, personal privacy, and municipal self-determination. This perspective is concerned that smart cities are a marketing tool employed by big tech companies looking to amass personal data about individuals and insert themselves between citizens and those elected to represent them for private profit.
- While smart / digital cities are not new (smart city competitions date back at least 20 years), the sophistication of the technology and the willingness of public / private Quayside Civic Labs – Proposed Approach Page 5 of 6 sector to work together on smart city solutions means we're closer than ever to seeing them become a reality.
- With Quayside, many voices have spoken up at both sides of this spectrum (and, of course, many places in between). The challenge and opportunity before Waterfront Toronto, the City, and the Federal government is to strive to develop public policy that helps reap the benefits of the most optimistic outlook on smart cities while avoiding the most worrisome pitfalls.
- All these public actors know that sound public policy needs to be developed through consultation that hears from and considers the range of perspectives on an issue. That's what these Civic Labs are about.

**B. Teresa Scassa (Centre for International Governance Innovation) — 10 minutes**

- What is going on in the rest of the world?
- How are other cities or public institutions dealing with smart city issues?
- What lessons for Toronto, specifically Quayside, can Waterfront Toronto, the City, and the federal government apply?

**C.TBC — 5 minutes**

- What is algorithmic bias and why does it matter?



- What are some of the risks of algorithmic bias in smart city proposals?
- What strategies could Waterfront Toronto, the City, and the federal government explore to avoid algorithmic bias in smart cities?

**D. Rob Meikle (City of Toronto) — 5 minutes**

- What is the City doing to develop public policy around smart cities?
- What opportunities have come up to date?
- What issues have come up to date?
- What strategies is the City using to respond to these opportunities and issues, and where is the City going next?

**E. TBC (Government of Canada) — 10 minutes**

- What are the feds doing to develop public policy around digital?
- What is the status of the fed's Digital Strategy?
- What are some of the issues and opportunities that have come up to date, and how might they apply to Quayside?

**F. Michael Geist (DSAP) - 5 minutes**

- What issues have come in DSAP discussions to date?
- What advice has the DSAP been providing Waterfront Toronto about Quayside?

Hope this helps.

Ed

**From:** Edward Chalupka

**Sent:** Thursday, October 25, 2018 5:43 PM

**To:** 'Faraday-Smith, Nancy (INFC)' <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Cc:** Kristina Verner <[KVerner@waterfronttoronto.ca](mailto:KVerner@waterfronttoronto.ca)>

**Subject:** RE: [REDACTED]

Nancy – yes – we are looking to federal, provincial and city participation in the civic labs – which will serve as a forum for both WT and DSAP members to bring together a range of experts and sectors to discuss key issues relating to digital governance and IP. This work discussion will feed into the public roundtables – as you know RT 4 is scheduled at the moment for Dec 8<sup>th</sup> and feed into the discussion of the DSAP. We are looking for federal people in this space that can provide their feedback and thoughts on what SWL is proposing in this space.

At the moment there are two civic labs being proposed, one for IP and the other for digital governance. We are pushing the first scheduled for the 6<sup>th</sup> original to the 22<sup>nd</sup>. Having said that if IGSC falls to the 22<sup>nd</sup> (which it looks like it will) we are going to move the civic labs to the 23<sup>rd</sup> of November and do both the IP and Digital governance on the same day – one in the morning and the other in the afternoon.

Ed

**From:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>

**Sent:** Wednesday, October 24, 2018 5:14 PM

**To:** Edward Chalupka [REDACTED] <[\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Subject:** RE: [REDACTED]

I believe this is for the Civic Lab on digital governance, is that right? If so, can you provide me with more parameters on what type of presentation you'd be seeking from a federal representative?

Happy to work on suggestions if armed with a bit more info.

Similarly for the Civic Lab on IP, if helpful I have someone in mind but would need a bit more on the rules of engagement for that as well.

---

**From:** Edward Chalupka [REDACTED]@waterfronttoronto.ca]

**Sent:** October 24, 2018 4:22 PM

**To:** Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>

**Subject:** RE: [REDACTED]

Kristina and I haven't had a chance to connect on that – she is out of the office for the next week+ Was there a conversation on who might be more appropriate from the federal level ? any suggestions on your end?

Ed

---

**From:** Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>

**Sent:** Wednesday, October 24, 2018 4:18 PM

**To:** Edward Chalupka [REDACTED]@waterfronttoronto.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>

**Subject:** RE: [REDACTED]

It's what you have. However, I spoke with Kristina at the last DSAP and suggested WT may want to reconsider. The work [REDACTED] is leading is focused inwardly on digitizing government services.

---

**From:** Edward Chalupka [REDACTED]@waterfronttoronto.ca]

**Sent:** October 24, 2018 4:06 PM

**To:** Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>

**Subject:** [REDACTED]

Just following up on the email exchange last week – were you able to track down his email?

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]  
[REDACTED]@waterfronttoronto.ca | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto

**From:** Kristina Verner  
**To:** Campbell, Glenn (INFC); Claudia Landres-Hansen  
**Subject:** RE: Next week availability  
**Date:** November 5, 2018 10:26:19 AM  
**Attachments:** image001.png

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Glenn – I am going to defer to Claudia – It appears I have a 12:30-1:00 with the City on my calendar as well.

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**WATERFRONT**Toronto

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**From:** Campbell, Glenn (INFC)  
**Sent:** Monday, November 5, 2018 9:38 AM  
**To:** Kristina Verner ; Claudia Landres-Hansen  
**Subject:** Re: Next week availability

How about 12-1 tomorrow, is that still open?

Glenn

Glenn Campbell  
[REDACTED]

613 941-0722 (w)

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**From:** Kristina Verner  
**Sent:** Monday, November 5, 2018 8:12 AM  
**To:** Campbell, Glenn (INFC); Claudia Landres-Hansen  
**Subject:** Re: Next week availability

Glenn - I just wanted to follow up on this e-mail. I think some of the slots are starting to get filled in, but I wanted to ensure we had a chance to touch base while you are in town this week.

Kristina

kristina.verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto  
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**WATERFRONT**Toronto

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**From:** Kristina Verner  
**Sent:** November 2, 2018 10:54:21 AM  
**To:** Campbell, Glenn (INFC)  
**Subject:** Next week availability  
Here are some times that work for me:

---

Tuesday, November 6

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12:00 PM - 1:00 PM (EST)

4:00 PM - 5:00 PM (EST)

---

Wednesday, November 7

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8:00 AM - 9:00 AM (EST)

2:00 PM - 3:00 PM (EST)

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Thursday, November 8

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8:00 AM - 9:00 AM (EST)

1:00 PM - 3:30 PM (EST)

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1310-20 bay street | toronto ON M5J 2N8 | [REDACTED] | kverner@waterfronttoronto.ca |  
[www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)

**From:** [Gillis, Kelly \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#); [Nancy Faraday-Smith](#); [Tippins, Shawn \(INFC\)](#)  
**Subject:** Re: A friend has shared "Miovision CEO sees great value in Sidewalk Labs data" from TheRecord.com  
**Date:** November 4, 2018 12:52:07 PM

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Thanks [REDACTED]

Sent from my BlackBerry 10 smartphone on the Rogers network.

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**From:** Campbell, Glenn (INFC)  
**Sent:** Sunday, November 4, 2018 10:17 AM  
**To:** [Nancy Faraday-Smith](#); [Tippins, Shawn \(INFC\)](#); [Gillis, Kelly \(INFC\)](#)  
**Subject:** Re: A friend has shared "Miovision CEO sees great value in Sidewalk Labs data" from TheRecord.com

---

## Miovision CEO sees great value in Sidewalk Labs data

Twitter: [@PenderRecord](#)

Glenn Campbell  
[REDACTED]

613 941-0722 (w)

NEWS 04:00 PM by [Terry Pender](#) Waterloo Region Record

KITCHENER — Kurtis McBride believes there is untold wealth from companies not yet founded waiting under a litter-strewn patch of industrial wasteland along the Toronto waterfront.

The co-founder of Kitchener smart city technology company [Miovision](#) and the [Catalyst137](#) Internet of Things hub wants Canadian tech firms to share in the economic benefits if a Google company builds a high-tech neighbourhood there.

New York City-based [Sidewalk Labs](#) has big plans for the east end of the Toronto waterfront, but so far there is no agreement in place for collecting and sharing the data produced by its future residents. How the data will be used and shared has been the subject of great debate.

The absence of a data agreement concerns McBride, who was appointed to the digital advisory panel announced six months ago to help Waterfront Toronto negotiate an agreement with Sidewalk Labs.

Story continues below

"I have been part of all the discussions," said McBride. "Maybe I have been too Canadian in my approach. Maybe there is a more direct approach that has to be taken, to kind of drive home the point that this is important, and we can't get it wrong."

There will be thousands of sensors in the Toronto neighbourhood, generating data about how residents live, work and play on the streets and in the buildings of the 12-acre site. Sidewalk Labs says it wants to design the new community "from the internet up."

From the very beginning, the technology deployed in the new neighbourhood must be designed to ensure the data is shared with digital entrepreneurs who can mine it for new products and services, said McBride.

"If you look at the last 20 years the companies that have grown the most are built on data," said McBride. "Data is really valuable. I think it is important that we get this right."

Ann Cavoukian, Ontario's former information and privacy commissioner, resigned two weeks ago from the project's digital advisory panel over concerns individual privacy will not be adequately protected as Sidewalk Labs collects data from the project. The

company recently proposed the creation of a Civic Data Trust with an independent board that will oversee how the data is shared.

McBride, Miovision's CEO, wants data sharing to be built into the digital foundations of the new neighbourhood. He explains that there are two layers to internet technology — the applications and the underlying architecture.

Story continues below

When online shoppers buy something or watch Netflix they are in the applications layer. Behind the apps is the underlying layer that makes it all work, what McBride calls the architecture layer. Sometimes, it is called the operating system or the protocols. That's what Waterfront Toronto, Sidewalk Labs and the digital advisory panel should focus on, McBride said.

"There is value in the applications layer, but there are orders of magnitude more value created in the architecture layer," he said.

"In my view there has to be a willingness to talk openly in public about what is that architecture layer, and who is going to benefit from it."

Many companies, including Canadian firms, should have opportunities to deploy their technology in the underlying digital architecture for the Sidewalk community.

"But if we continue to avoid talking about the architecture layer then what's going to happen is one company is going to capture all of the value of that architecture," said McBride.

He fears Sidewalk Labs will placate critics by pointing to the applications layer, where data will be made available to startups and cities.

ATIA - 19(1)

"It is a really abstract concept that's hard to articulate," said McBride. "But it is super critical that we get it right because the architecture layer is where the next company with a \$100-billion market cap lives."

An agreement is expected sometime early next year, and McBride readily acknowledges it has been a challenge to educate the public sector players about the issues.

"I don't think it is a choice they are even aware they need to make," said McBride.

*tpender@therecord.com*

---

**From:** Nancy Faraday-Smith  
**Sent:** Sunday, November 4, 2018 9:18 AM  
**To:** Campbell, Glenn (INFC); Tippins, Shawn (INFC)  
**Reply To:** [REDACTED]  
**Subject:** A friend has shared "Miovision CEO sees great value in Sidewalk Labs data" from TheRecord.com

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I am sharing this story from TheRecord.com: "Miovision CEO sees great value in Sidewalk Labs data" Please visit the following page for more information: <https://www.therecord.com/news-story/9004728-miovision-ceo-sees-great-value-in-sidewalk-labs-data/?s=e>

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Sent from Yahoo Mail on Android

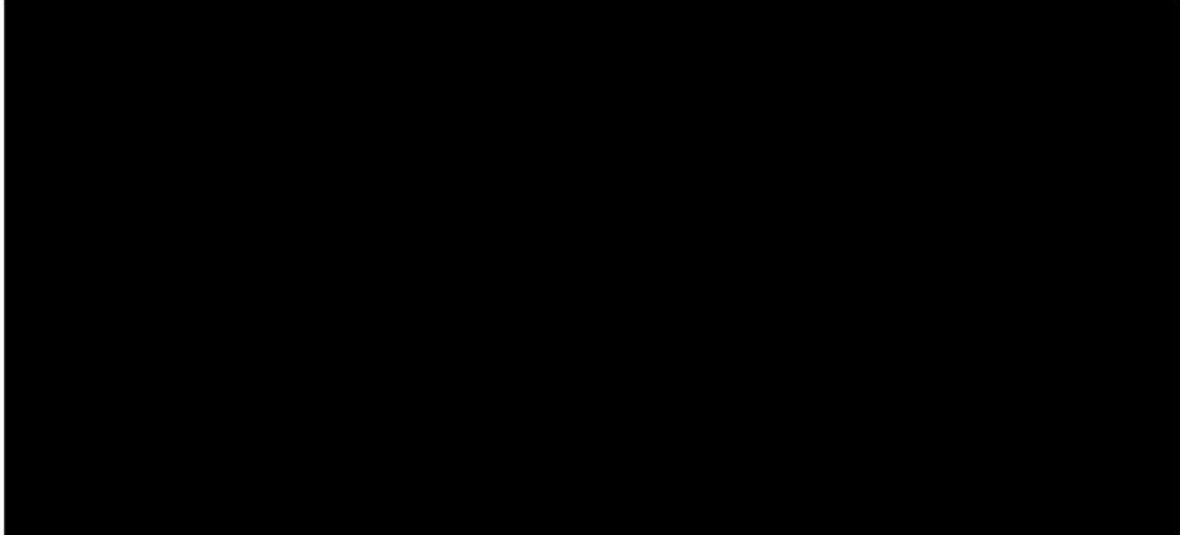


**From:** Tippins, Shawn (INFC)  
**To:** Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC)  
**Subject:** Notes from Friday, Nov 2 Call with WT Kristina Verner, Cam McKay, and Ed Chalupka  
**Date:** November 3, 2018 7:49:08 AM

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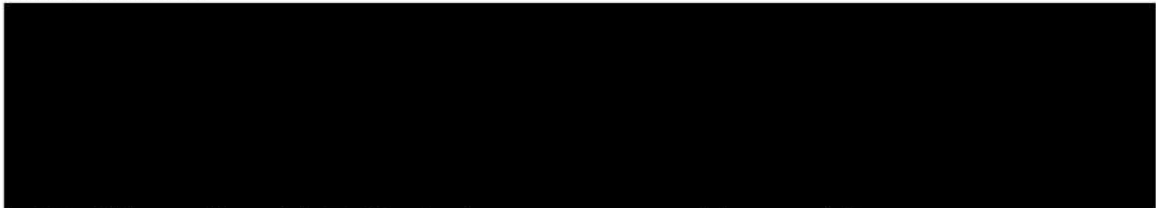
Glenn, Nancy – Below are my notes from the Call yesterday with Kristina, Cam, and Ed.

**WT Comms Strategy –**



- Cameron MacKay will present comms strategy at IGSC
- INFC offered 6-way tri-gov't / WT comms calls a means to help with WT comms efforts.
- **WT's Public Roundtable #4 on December 8<sup>th</sup> will be important test re. the public narrative on Quayside.**

**WT Capacity Issues**



- WT will be working with MaRS to look at governance models around data trusts – separate from the proposals tabled by SWL.
- Important to show how DSAP, Civic Labs are feeding capacity

**MIDP -**

- WT's Evaluation framework for MIDP (Being developed with ARUP) to be completed at end of Nov. Goals and Objectives component to be previewed at IGSC.
- **WT hopes to release it for discussion at Public Roundtable # 4 on Dec 8<sup>th</sup>.**
- Kristina Verner gave glimpse of status of SWL MIDP work. Confirmed MIDP will be formatted as a 3-volume doc. (Econ dev't, Business/revenue model will be vol. 3)



- WT is preparing front-end piece on evaluation framework that will provide some overview of what's expected to be in the MIDP
- **WT has offered to have INFC officials meet with them sometime b/w Nov 19-26** in T.O. or by Videocon to drill deeper on the 3-volume structure of the MIDP.

- Would meet to diligence specific issues on MIDP.

#### DSAP

- Will meet at end of Nov (in Camera?) to work out some admin issues. Hopeful that Michael Geist will continue as permanent chair.
- Dividing its work among 4 cttees, that are looking at data trusts, civic data, public literacy issues, etc.
- Considering what to do about vacancies. Good news is that there is that credible, capable individuals have expressed interest in participating on DSAP.
- Diversity is one challenge where WT would welcome any help from gov't partners. First Nations Tech Council overwhelmed with requests and unable to be of much assistance.
- WT was encouraged to do more to show how WT management is using the DSAP.
- **Next public DSAP on December 13<sup>th</sup>** will review outcomes of Civic Labs.

#### Civic Labs

- Seems it will now be on **afternoon of Nov 23<sup>rd</sup>**.
- WT needs Federal gov't rep to sit on panel along with prov, city reps, and another expert
- Possible fed rep could be, SCC rep from INFC, MFPB rep from ISED, Business Advisory Services rep from OPC.
- INFC to help source fed rep, likely to be from ISED.

#### Ontario AG report

- Still waiting to see draft. Less than two weeks will be afforded to review. Only one opportunity to provide AG with comments. Release in early Dec.
- Late request for 2.5-3 million emails of current and former WT senior leadership
- Will need to coordinate comms response. **WT, Gov't responses will form part of the report upon release.**

#### Next Steps

- **Kristina Verner to share times for meeting with Glenn Campbell on margins of his T.O. travel next week.**
- **1-page WT framing piece on MIDP for IGSC.**

- Ed Chalupka to offer times for “deep dive” meeting on MIDP with INFC staff the week of Nov 19<sup>th</sup> – 26<sup>th</sup>
- INFC to follow-up on fed rep for civic Labs on Nov 23<sup>rd</sup>.

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Cc:** [Tippins, Shawn \(INFC\)](#); [Boudreau, Marcia \(INFC\)](#)  
**Subject:** Re: Waterfront Toronto Civic Lab on Digital Governance  
**Date:** November 2, 2018 7:49:00 PM

---

Oh yeah  
 Glenn Campbell

613 941-0722 (w)

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Friday, November 2, 2018 4:58 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC); Boudreau, Marcia (INFC)  
**Subject:** FW: Waterfront Toronto Civic Lab on Digital Governance  
 FYI – Mark Schaan, DG of Marketplace Framework Policy Branch, able to represent ISED at the Nov 22<sup>nd</sup> Civic Lab. [REDACTED] I'll advise WT assuming no concerns from you.

---

**From:** Haddad, Kristen (IC)  
**Sent:** November 2, 2018 4:48 PM  
**To:** Faraday-Smith, Nancy (INFC) ; Lynch, Erin (IC)  
**Cc:** Schaan, Mark (IC) ; Leung2, Derek (IC) ; Taillefer, Charles (IC) ; Tippins, Shawn (INFC) ; Paterson, Jill (IC)  
**Subject:** RE: Waterfront Toronto Civic Lab on Digital Governance

Hi Nancy,  
 Just wanted to get back to you on behalf of Mark and Erin. After further discussion we have decided that Mark will attend the Civic Lab on November 22 and will speak to the relevant privacy-related activities/initiatives at the federal level and, in general terms, the digital and data consultations that took place. We were thinking a 15 minute time slot might be appropriate.  
 Hope this helps. Have a great weekend!

Kristen

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** November-01-18 1:26 PM  
**To:** Lynch, Erin (IC)  
**Cc:** Schaan, Mark (IC); Leung2, Derek (IC); Haddad, Kristen (IC); Taillefer, Charles (IC); Tippins, Shawn (INFC)  
**Subject:** RE: Waterfront Toronto Civic Lab on Digital Governance

The main lens is less specific than just privacy. While Waterfront is aware of the national consultations, I think it's safe to say that not a lot of folks in the general public are – and maybe not even some members of the Digital Strategy Advisory Panel. If the presentation can't preview the "what we heard" summary, it could still describe the process, the questions that were asked, the type of organizations/institutions who participated and then next steps, I think this would help address issues raised in the public realm that the federal government has been "absent" on digital/data governance questions.

---

**From:** Lynch, Erin (IC)  
**Sent:** November 1, 2018 11:42 AM

**To:** Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>

**Cc:** Schaan, Mark (IC) <mark.schaan@canada.ca>; Leung2, Derek (IC) <derek.leung2@canada.ca>; Haddad, Kristen (IC) <kristen.haddad@canada.ca>; Taillefer, Charles (IC) <charles.taillefer@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>

**Subject:** RE: Waterfront Toronto Civic Lab on Digital Governance

Hi Nancy,

What is the main lens they are looking to discuss – privacy?

Cheers

E

Erin Lynch

343-291-1931

---

**From:** Faraday-Smith, Nancy (INFC)

**Sent:** October 30, 2018 5:48 PM

**To:** Lynch, Erin (IC) <erin.lynch@canada.ca>

**Cc:** Schaan, Mark (IC) <mark.schaan@canada.ca>; Leung2, Derek (IC) <derek.leung2@canada.ca>; Haddad, Kristen (IC) <kristen.haddad@canada.ca>; Taillefer, Charles (IC) <charles.taillefer@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>

**Subject:** Waterfront Toronto Civic Lab on Digital Governance

Hi Erin,

You may recall that back on October 16<sup>th</sup> I sent an email (below) flagging that Waterfront Toronto would be hosting two “Civic Labs” in Toronto in the next several weeks. These are public engagements that will also help inform work of the Digital Strategy Advisory Panel, who will be advising Waterfront on the digital and IP aspects of the proposal coming from Sidewalk Labs. The first Civic Lab will be on Digital Governance and is tentatively scheduled for November 22<sup>nd</sup>.

Waterfront is seeking representation from each order of government and has proposed key points they would like presenters to cover during the Lab. Specifically from the Government of Canada they are looking for representatives to address the following questions:

**TBC (Government of Canada) – 10 minutes**

- What are the feds doing to develop public policy around digital?
- What is the status of the fed's Digital Strategy?
- What are some of the issues and opportunities that have come up to date, and how might they apply to Quayside?

As ISED led the national digital/data consultations, I think this would be a good opportunity for ISED to either preview or summarize the “What We Heard” aspect of that exercise and hopefully signal next steps. INFC (targeting my ADM) could lend support on questions specific to Quayside parallels. Grateful if we could chat either during the call on Friday or sooner offline to explore possible ISED participation. Ideally we'd have a DG or higher given that Waterfront has invited the CIOs from the City and the Province. Other expected presenters include Teresa Scassa and Michael (both from the Centre for International Governance Innovation).

Of note (\*Mark), the IP Civic Lab has been pushed to December, date TBD.

All the best and I look forward to your reply. I'll be away November 5<sup>th</sup>-20<sup>th</sup> so am hoping to move the yardsticks on this one before I go.

Nancy

---

**From:** Faraday-Smith, Nancy (INFC)

**Sent:** October-16-18 10:33 AM

**To:** Schaan, Mark (IC)

**Cc:** Tippins, Shawn (INFC); Taillefer, Charles (IC); Paterson, Jill (IC); Haddad, Kristen (IC)

**Subject:** RE: Sidewalk Labs releases Digital Governance Proposals

Moving most others to BCC as may not be as core to their interest.

First a correction or clarification:

- WT is hosting two **"Civic Labs"** in Toronto next month. These are public engagements that will help inform work of the DSAP. The first, on November 6<sup>th</sup>, will focus on WT's role in Quayside and Digital Principles (including Cyber Ethics and Privacy) [REDACTED]  
[REDACTED] The second Lab, scheduled for **November 22<sup>nd</sup>**, **will focus on IP**. A third public roundtable will take place in December (date TBD).
- DSAP will meet next on December 13<sup>th</sup>, which is presumably when SWL will present its own proposals re: IP to the expert panel.

The attached deck is worth a review by your team. See in particular page 7 where a list of Key Points to Cover makes multiple references to consider the role of governments.

N

**From:** Campbell, Glenn (INFC)  
**To:** Gillis, Kelly (INFC)  
**Subject:** RE: Invitation for an interview on Data Governance  
**Date:** November 2, 2018 3:01:00 PM

---

[REDACTED]

**From:** Gillis, Kelly (INFC)  
**Sent:** November 2, 2018 2:58 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** Fw: Invitation for an interview on Data Governance  
FYI [REDACTED]

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** [REDACTED]  
**Sent:** Friday, November 2, 2018 2:43 PM  
**To:** Gillis, Kelly (INFC)  
**Subject:** Invitation for an interview on Data Governance

Hi Kelly,

MaRS, in collaboration with Waterfront Toronto, is exploring the potential of a data trust to contribute to urban data governance in support of smart city developments. We are currently seeking input from key thought leaders like yourself across industry, government, academia, and civil society to help articulate potential models, key considerations and trade-offs, and specific use cases. Participant interviews will contribute to a data trust primer that is intended to elevate the public discourse and enable informed public engagement on this vital topic.

I would like to **invite you for an interview for approximately 60 minutes** with myself and one other member of the MaRS research team.

#### **About the Project**

To build on the above information, we are gathering a range of perspectives to help design a way to collect, store and share data collected from a smart city infrastructure in a safe and equitable way. This process will help to educate Waterfront Toronto, the citizens, and the broader community on these critical issues to have more informed discussions in the future.

#### **Details and Logistics**

This interview will take approximately 60 minutes. We would like to talk to you within the first two weeks of November, from November 5-16. We would be happy to accommodate you via Zoom video conference, to meet you in your place of work, or to host you here at MaRS. If you accept, we will send you a one-page summary of our scope, definition, and urban data use cases. No additional preparation is required.

If you think there's anyone else we should engage with on this topic, please let us know. If you have any questions, or if you would like to talk to a member of our research team, please do not hesitate to ask.

Best,

[REDACTED]

MaRS Solutions Lab



[solutions-lab.marsdd.com](http://solutions-lab.marsdd.com)

**MaRS** Discovery District

101 College Street, Suite 406

Toronto, Ontario, Canada M5G 1L7

416.673.8100 | [www.marsdd.com](http://www.marsdd.com)



**From:** Faraday-Smith, Nancy (INFC)  
**To:** Eyre, Jennifer (INFC); Campbell, Glenn (INFC)  
**Cc:** Geerts, Line (INFC)  
**Subject:** RE: WFT and Privacy  
**Date:** November 2, 2018 12:25:49 PM  
**Attachments:** image001.png

ATIA - 19(1)

ATIA - 21(1)(b)

ATIA - 21(1)(a)

---

Noted. Thanks Jen

---

**From:** Eyre, Jennifer (INFC)  
**Sent:** November 2, 2018 11:14 AM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Faraday-Smith, Nancy (INFC) ; Geerts, Line (INFC)  
**Subject:** RE: WFT and Privacy

Hi Glenn and Nancy,

Further to Kelly's review, please note that this will need to be included in briefing.

Btw, briefing with Minister is now scheduled for Nov. 19.

Many thanks.

---

**From:** Campbell, Glenn (INFC)  
**Sent:** November 1, 2018 9:46 AM  
**To:** Gillis, Kelly (INFC) <kelly.gillis@canada.ca>  
**Cc:** Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>  
**Subject:** WFT and Privacy

Kelly,

[REDACTED]

Note OPC engaged on advisory capacity with SWL, reads like pilot.

Will see about engaging more directly on process, or at minimum surface issues.

Glenn

---

**From:** Kristina Verner [mailto:KVerner@waterfrontoronto.ca]  
**Sent:** November 1, 2018 9:30 AM  
**To:** Meg Davis <MDavis@waterfrontoronto.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>  
**Cc:** Edward Chalupka [REDACTED]@waterfrontoronto.ca>  
**Subject:** RE: My apologies

Hello Glenn,

[REDACTED]

It is important to note that in May 2018, the OPC announced that their first advisory project would be with around Sidewalk Toronto, and this is touched upon in their Annual Report to Parliament,

released September 27, 2018.

Please do not hesitate to contact me if you have additional questions.

Kristina

kristina verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED] [kverner@waterfronttoronto.ca](mailto:kverner@waterfronttoronto.ca) | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto

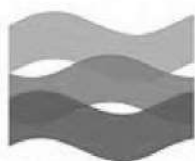
**From:** Campbell, Glenn (INFC)  
**To:** Faraday-Smith, Nancy (INFC)  
**Cc:** Tippins, Shawn (INFC); Zewede, Heywet (INFC); Boudreau, Marcia (INFC)  
**Subject:** RE: Waterfront Toronto Daily Media Brief: November 1, 2018  
**Date:** November 1, 2018 4:20:00 PM

Thanks – can you get us put on the direct feed pls

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** November 1, 2018 11:31 AM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC) ; Zewede, Heywet (INFC) ; Boudreau, Marcia (INFC)  
**Subject:** FW: Waterfront Toronto Daily Media Brief: November 1, 2018  
 FYA

**From:** Hobbs, Joshua (INFC)  
**Sent:** November 1, 2018 11:20 AM  
**To:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>  
**Cc:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>  
**Subject:** FW: Waterfront Toronto Daily Media Brief: November 1, 2018  
 Shawn, below is today's Media Brief from WT. The first article from the Globe and Mail also appeared in INFC's clippings package this morning. Thanks!

**From:** [REDACTED] On Behalf Of Agility Briefings  
**Sent:** November 1, 2018 10:29 AM  
**Subject:** Waterfront Toronto Daily Media Brief: November 1, 2018



**WATERFRONT**Toronto



November 01, 2018

## Waterfront Toronto

### Online News

#### [Sidewalk Labs' Toronto project offers a chance to get smart city building right](#)

The Globe and Mail

Date: Oct 31, 2018

**Keywords:** "Waterfront Toronto", "Toronto Waterfront", Waterfront

The discussion around Sidewalk Labs and Waterfront Toronto has been a fascinating one. As someone who has practised Canadian privacy law and been thinking about these issues for almost 20 years, these are exciting times.

## **Panellists agree province needs to take steps to regulate excess soils**

Construct Connect

Date: Nov 01, 2018

**Keywords:** "Waterfront Toronto", Waterfront

"We have one of the largest fill sites right now in downtown Toronto," said Meggen Janes, director, soil and groundwater management and brownfield approval with Waterfront Toronto, a tripartite agency reporting to three levels of government.

## **Gambling Industry Eyes Ontario Place on Toronto Waterfront**

usaonlinecasino.com

Date: Nov 01, 2018

**Keywords:** "Ontario Place"

However, as part of a 21st-century revitalization, the waterfront is undergoing a major redesign. And, part of the revitalization could be gambling.

## **Toronto sinkhole finally coughs up sunken TTC vehicle**

Blog TO

Date: Oct 31, 2018

**Keywords:** "Waterfront Toronto", "Commissioners Street", "Port Lands Flood Protection", "Don Mouth Naturalization", Waterfront, "Port Lands", "flood protection"

Fortunately, the city is working with Toronto and Region Conservation Authority and Waterfront Toronto to address the problem via 'The Don Mouth Naturalization and Port Lands Flood Protection Project.'

## **Television Clips**

### **Your Morning**

CTV Sudbury

Date: Nov 01, 2018

Airtime: 08:11

**Keywords:** "Waterfront Toronto", Waterfront

I knew i had to resign not because of Sidewalk Labs, but because we had to change the methodology for this. I want Waterfront Toronto to step up and lay down the law.

## **Waterfront Related**

## **Online News**

## **Marlin Spring Brings Smarts to the Stockyards District Residences**

Urban Toronto

Date: Oct 31, 2018

UrbanToronto recently talked with Zev Mandelbaum, Chief Operating Officer at Marlin Spring Developments about the company's methods and ethos, and their approach to creating the Stockyards District Residences. Marlin Spring is a relatively young firm, but one

with experience in Toronto's development industry.

**Canadian businesses could face big fines if they don't report privacy breaches after Nov. 1** Toronto Star

Date: Oct 31, 2018

After more than three years of legislative fine-tuning, Canadian businesses will be required as of Thursday to alert their customers and the federal privacy watchdog if there's a danger that personal information under an organization's control has fallen into the wrong hands.

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**From:** Faraday-Smith, Nancy (INFC)  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC)  
**Subject:** FW: My apologies  
**Date:** November 1, 2018 2:52:50 PM  
**Attachments:** image001.png

---

Glenn,

FYI, see below further context from Kristina on SWL's [REDACTED] meetings with the federal privacy commissioner's business advisory service. Chantal Bernier has not in fact participated in any meetings yet [REDACTED]

Separate but related, I spoke with Abubakar Khan, Director of the OPC Business Advisory Directorate. He indicated that the discussions they hold with advisory service clients are protected under Section 20 of the PIPEDA, e.g., entails proprietary information. He could only acknowledge that SWL was a client because this was already made public by the Privacy Commissioner [REDACTED]

**20 (1)** Subject to subsections (2) to (6), 12(3), 12.2(3), 13(3), 19(1), 23(3) and 23.1(1) and section 25, the Commissioner or any person acting on behalf or under the direction of the Commissioner shall not disclose any information that comes to their knowledge as a result of the performance or exercise of any of the Commissioner's duties or powers under this Part.

Nancy

---

**From:** Kristina Verner [mailto:KVerner@waterfronttoronto.ca]

**Sent:** November 1, 2018 1:35 PM

**To:** Faraday-Smith, Nancy (INFC)

**Subject:** RE: My apologies

Nancy – Just to clarify – Chantal has not yet participated, and if she did, we would ensure we had permission to include her. At this point we have not exercised this opportunity.

I hope this helps?

Kristina

kristina.verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED] | [kverner@waterfronttoronto.ca](mailto:kverner@waterfronttoronto.ca) | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto

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**From:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>

**Sent:** Thursday, November 1, 2018 1:12 PM

**To:** Kristina Verner <[KVerner@waterfronttoronto.ca](mailto:KVerner@waterfronttoronto.ca)>

**Subject:** FW: My apologies

**Importance:** High

Hi Kristina,

A quick follow up question to this if you have time to shoot a quick reply. I understand that, as part of the OPC's Business Advisory Services, their discussions with clients are confidential. Did you have to get SWL consent for Chantal's participation as an observer to the [REDACTED] meetings? Was she asked to sign an NDA?

Thanks,  
Nancy

---

**From:** Kristina Verner [mailto:KVerner@waterfrontoronto.ca]

**Sent:** November 1, 2018 9:30 AM

**To:** Meg Davis <MDavis@waterfrontoronto.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>

**Cc:** Edward Chalupka [REDACTED]@waterfrontoronto.ca>

**Subject:** RE: My apologies

Hello Glenn,

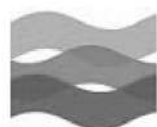
[REDACTED]

It is important to note that in May 2018, the OPC announced that their first advisory project would be with around Sidewalk Toronto, and this is touched upon in their Annual Report to Parliament, released September 27, 2018.

Please do not hesitate to contact me if you have additional questions.

Kristina

kristina.verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED] | [kverner@waterfrontoronto.ca](mailto:kverner@waterfrontoronto.ca) | [www.waterfrontoronto.ca](http://www.waterfrontoronto.ca)



**WATERFRONT**oronto

---

**From:** Meg Davis

**Sent:** Thursday, November 1, 2018 8:04 AM

**To:** Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>

**Cc:** Edward Chalupka [REDACTED]@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>

**Subject:** Re: My apologies

Hi Glen. I've copied Kristina who can answer this question. She's back in the office today.

Get [Outlook for iOS](#)

---

**From:** Campbell, Glenn (INFC) <glenn.campbell@canada.ca>

**Sent:** Thursday, November 1, 2018 7:58 AM

**To:** Meg Davis; Faraday-Smith, Nancy (INFC)

**Cc:** Edward Chalupka

**Subject:** Re: My apologies

Thanks Meg, no worries. We understand scheduling a challenge for all of us.

Wonder if could have insights on whether the federal privacy commissioner office has been engaged in any way, directly or indirectly, around Quayside. What facilitating role might Chantal Bernier have played or plan to play? Perhaps same question provincially. Let me know if record of direct engagement.

Regards, Glenn

Glenn Campbell

613 941-0722 (w)

---

**From:** Meg Davis

**Sent:** Wednesday, October 31, 2018 3:12 PM

**To:** Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC)

**Cc:** Edward Chalupka

**Subject:** My apologies

Hi Glen and Nancy. Sorry for the shift in the meeting this week. I really wanted Kristina and Cameron on the call. [REDACTED] But I felt for this week's call it would be really important for them to speak with you so we moved it to Friday. I'll be on all the other calls going forward. [REDACTED] Hope that's all ok. Thanks!

Get [Outlook for iOS](#)



**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Zewede, Heywet \(IC\)](#)  
**Cc:** [Ladouceur3, Natalie \(INFC\)](#); [Boudreau, Marcia \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Subject:** Re: documents for tomorrow's call with Waterfront  
**Date:** November 1, 2018 10:42:38 AM

---

Kelly wants to meet on WF

Privacy  
 IGSC prep

At 130

Glenn Campbell

613 941-0722 (w)

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Thursday, November 1, 2018 10:38 AM  
**To:** Zewede, Heywet (INFC); Campbell, Glenn (INFC)  
**Cc:** Ladouceur3, Natalie (INFC); Boudreau, Marcia (INFC); Tippins, Shawn (INFC)  
**Subject:** documents for tomorrow's call with Waterfront

---

Glenn –

For your call tomorrow with Kristina et at @ Waterfront, please see attached Key Points and supporting documents.

Heywet – please print. Thanks.

Happy to make adjustments as required,

Nancy

**Nancy Faraday-Smith**

Acting Director, Investment, Partnerships and Innovation  
 Infrastructure Canada / Government of Canada  
[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca) / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation  
 Infrastructure Canada / Gouvernement du Canada  
[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca) / Tél. : 613-948-9481

**From:** [Tippins, Shawn \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#)  
**Subject:** RE: Another expert group  
**Date:** October 30, 2018 10:01:55 AM

This group is being hosted on Ryerson U's website (see link). There are some names that we know on its steering cttee - former DSAP member Saadia Mussafer, Bianca Wylie, and former WT Board member Julie Di Lorenzo, among others.

To date a couple of group members have posted two commentary pieces – one in the wake of the last DSAP meeting, which takes a critical view of the fact that the digital governance proposals came from SWL, and had not been first developed by WT in consultation with the community (i.e. it's as if Uber had proposed taxi regulations to the government).

The Other commentary is about the public engagement/MIDP planning process itself, which essentially advocates for taking SWL more-or-less out of the process, and having WT developing the MIDP in collaboration with the community, and then seeking the involvement of other actors once the planning process has been completed.

<https://cfe.ryerson.ca/toscf>

**From:** Campbell, Glenn (INFC)  
**Sent:** October 30, 2018 8:29 AM  
**To:** Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC)  
**Subject:** Fw: Another expert group  
 Glenn Campbell

613 941-0722 (w)

**From:** Gillis, Kelly (INFC) <[kelly.gillis@canada.ca](mailto:kelly.gillis@canada.ca)>  
**Sent:** Tuesday, October 30, 2018 8:21 AM  
**To:** Campbell, Glenn (INFC); Tremblay, Jenny (INFC); Peets, Gerard (INFC)  
**Cc:** Eyre, Jennifer (INFC)  
**Subject:** Another expert group

**See article - can you look into what they are saying that might be helpful. Tks**

**New smart city panel is part of 'techlash'**

**Toronto Open Smart Cities Forum 'skeptical' of motives behind waterfront proposal**

by: Donovan Vincent Housing Reporter

Sidewalk Labs' controversial plan to build a data-driven neighbourhood on Toronto's waterfront is probably one of the most heavily scrutinized development proposals in the city's recent memory.

The dizzying list of groups looking into the "smart city" project includes the tech and privacy experts on the digital strategy advisory panel providing advice to Waterfront Toronto, Sidewalk Labs' data governance advisory working group, and an advisory council of urban thinkers and executives in Canada that is

providing input to Sidewalk Labs.

Sidewalk also has a residents reference panel, made up of randomly selected Torontonians, and Waterfront Toronto hosts public roundtables on the Sidewalk proposal and is planning special "civic labs" where interested people can discuss concerns about the project that will feed into the roundtables.

Now another group has come together to jump into the mix.

Formed in mid-October, the Toronto Open Smart Cities Forum has no ties to either Waterfront Toronto or Sidewalk Labs.

The forum is a "self-directed" group comprised of experts specializing in areas such as the law, technology, real estate, data and housing.

While the forum is primarily focused on providing input to Sidewalk Toronto's community engagement process, their long-term goal is providing support to the public in Canadian cities dealing with other smart city projects.

"What we're trying to start is a dialogue that tries to establish what a more open and public kind of smart city infrastructure and policy would look like," says the co-chair of the forum's steering committee, David Murakami Wood, Canada research chair in surveillance studies, and associate professor in the department of sociology at Queen's University.

Is the forum opposed to the Sidewalk project? "It would be inaccurate to describe this as an anti-Sidewalk group," Murakami Wood says.

He says the group is about "establishing a vision for how this might work in Toronto and elsewhere."

"I don't think there is anybody in the group who is a massive cheerleader of Sidewalk. That's certainly true. We don't need any more of that.

"There's plenty of that going on," he adds.

Waterfront Toronto, a body representing the federal, provincial and municipal governments, is overseeing the Sidewalk proposal. Sidewalk is expected to complete a master plan for the project, likely sometime next year. The plan must be approved by Waterfront Toronto.

Sidewalk wants to build a high-tech community on a track of land called Quayside, located near Parliament and Queens Quay.

The neighbourhood would feature sensors to measure temperature and weather conditions and utilize so-called urban data - information collected from people in Quayside's physical environment - but controversy has been raised about who will own the data, control it and make money from it.

Sidewalk, a Manhattan-based sister firm of Google, recently came out with digital governance proposals, saying no one should own the data.

Sidewalk is also calling for the establishment of an independent civic data trust that would oversee and control the data.

Murakami Wood says he is "skeptical" of the Sidewalk proposal.

"They are private, for-profit companies looking to make money from individual and collective data, and that fundamentally can't be forgotten," he says.

"We want any development to be done in ways that are for the public good, and in ways where residents have a say and degree of control over what happens, particularly when it comes to the streets we walk on and the data collected about us," says Brenda McPhail, a member of the forum steering committee and director of the Canadian Civil Liberties Association's privacy, technology and surveillance project.

The forum is receiving administrative support from the Centre for Free Expression, in Toronto.

Shauna Brail, an associate professor at the University of Toronto, and a senior associate in the innovation policy lab at the Munk School of global affairs, says the forum and the criticisms surrounding the Sidewalk project are symptomatic of a larger trend.

"In many ways, this is part of what has been referred to as a techlash (a backlash against powerful technology firms) - an increasingly global phenomena," Brail says. The forum has members who recently stepped back from direct involvement in the Sidewalk review process, including Saadia Muzaffar, a tech expert who resigned recently from Waterfront Toronto's digital strategy advisory group, in part over concerns about the control of data.

Sidewalk says it's moving ahead with the proposal.

"No one is proposing to hand over public space to Sidewalk Labs. In fact, it is quite the opposite.

A cornerstone of our proposal is that no private group, including Sidewalk Labs, will own urban data and any information gathered should be freely and publicly accessible through an independent civic data trust, which will set clear rules around privacy and how data is collected, stored, and used," Sidewalk spokesperson Dan Levitan said.

Photo: Brenda McPhail, member of the forum steering committee, says development must be done in a way that is "for the public good."

2018 Toronto Star (ON)

Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** Faraday-Smith, Nancy (INFC)  
**To:** Geerts, Line (INFC)  
**Cc:** Eyre, Jennifer (INFC); Campbell, Glenn (INFC); Tippins, Shawn (INFC); O'Grady, Tammy (INFC); Boudreau, Marcia (INFC)  
**Subject:** RE: IGSC the AFTERNOON of November 13th?  
**Date:** October 29, 2018 3:42:14 PM

---

Hi Line,

I can confirm that an IGSC on November 13<sup>th</sup>, 2:30-4:30, does work for the Deputy City Manager (Lou Di Geronimo) and that the City Manager (Chris Murray) will do his best to attend some or all of the meeting depending on how his availability changes.

Both senior officials share responsibility for the Waterfront Revitalization Initiative. Please advise as soon as is convenient whether I can lock this date/time in with the Province and Toronto.

Many thanks,

Nancy

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** October 26, 2018 5:12 PM  
**To:** Geerts, Line (INFC)  
**Cc:** Eyre, Jennifer (INFC) ; Campbell, Glenn (INFC) ; Tippins, Shawn (INFC) ; O'Grady, Tammy (INFC)  
**Subject:** Fw: IGSC the AFTERNOON of November 13th?

Hi Line -

As per below, City is working hard to make Nov 13th a go for the next IGSC.

Will let the office know as soon as I can confirm.

Nancy

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** David Stonehouse <[David.Stonehouse@toronto.ca](mailto:David.Stonehouse@toronto.ca)>  
**Sent:** Friday, October 26, 2018 4:58 PM  
**To:** Faraday-Smith, Nancy (INFC); Edward Chalupka; Wendy Ren ([wendy.ren@ontario.ca](mailto:wendy.ren@ontario.ca)); Edward Chalupka; Meg Davis  
**Cc:** Whitehead, Cam (MOI); Brett Howell; Tippins, Shawn (INFC)  
**Subject:** RE: IGSC the AFTERNOON of November 13th?

Please keep this hold. We are trying to juggle to make this work is possible. Should know by Monday afternoon. David

---

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Subject:** RE: Quayside on TVO tonight  
**Date:** October 25, 2018 6:46:00 PM

---

Thanks [REDACTED]

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** October 25, 2018 6:44 PM  
**To:** Campbell, Glenn (INFC) ; Tippins, Shawn (INFC)  
**Subject:** Fw: Quayside on TVO tonight

At 8pm - will have Bianca W, Mark Wilson and someone else I can't recall

### Connected City Controversy; Talking Docs

The Agenda takes a closer look at the privacy implications surrounding Google's first urban development in Toronto.

Then, introducing "On Docs", a new TVO podcast that explores documentaries and the stories they tell.[ent from Yahoo Mail on Android](#)

**From:** Faraday-Smith, Nancy (INFC)  
**To:** Campbell, Glenn (INFC); Nassif, Marie-Pier (INFC)  
**Cc:** Tippins, Shawn (INFC); Soler, Roger (INFC); Coffin, Erin (INFC)  
**Subject:** FW: DRAFT - Waterfront Toronto Strategic Business Plan 2019 - 2023  
**Date:** October 25, 2018 4:11:02 PM  
**Attachments:** image001.png

---

Glenn, Marie-Pier –

For awareness see below a request from the tri-government working group to have a Q&A session with WT to better inform us about their thinking around content in 5-year plan. It's not to provide a forum for official feedback – we would pull that together for senior officials' review once we've had added clarity through the call.

I'll keep you posted on timing,

Nancy

---

**From:** David Stonehouse [mailto:David.Stonehouse@toronto.ca]

**Sent:** October 25, 2018 3:55 PM

**To:** 'Marisa Piattelli'; Lisa Taylor

**Cc:** Faraday-Smith, Nancy (INFC); 'Ren, Wendy (MOI)'; 'Edward Chalupka'

**Subject:** RE: DRAFT - Waterfront Toronto Strategic Business Plan 2019 - 2023

Marisa and Lisa:

Would you be able to participate in a one hour Q and A session on the draft plan? We have some questions that are most efficiently discussed in person and all together. Hoping that we can meet next week so that we can get comments back to you on the plan.

Many thanks, David

---

**From:** Marisa Piattelli [mailto:MPiattelli@waterfronttoronto.ca]

**Sent:** October 17, 2018 10:51 PM

**To:** David Stonehouse <David.Stonehouse@toronto.ca>; 'Adam Redish' <Adam.Redish@ontario.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>

**Cc:** Michael Nobrega [REDACTED]@waterfronttoronto.ca>; Lisa Taylor <LTaylor@waterfronttoronto.ca>

**Subject:** FW: DRAFT - Waterfront Toronto Strategic Business Plan 2019 - 2023

Hello all,

Attached is a very an early first draft of the Strategic Business Plan 2019-2023.

It goes without saying that the plan is very much a work in progress in terms of both content elaboration and language refinement. We are also awaiting feedback from our Board of Directors which will further refine the plan. The current draft expresses the core of the plan in terms of project priorities, the financials that underwrite them, and the broad strategic roadmap forward.

The plan does not represent a radical departure from Waterfront Toronto's known revitalization approach and successful track record in its delivery. The plan is evolutionary rather than revolutionary in that it also seizes on opportunities to leverage Waterfront Toronto's strengths in areas of growth and interest to stakeholders. The plan focuses on incremental growth that builds on core competencies and it indicates where capacity must be enhanced. The plan profiles the significant projects already in the pipeline and adds signature and aspirational initiatives that, if implemented, would more clearly define the character of the waterfront. The plan's completion timeframe reflects our mandate as currently understood. There are no new asks to governments outside of the borrowing extension and closer government alignment on Board recruitment. It is a "steady as she goes plan" with aspirational goals that management believes merit further research.

We welcome your feedback by November 1. The plan will come to the Board for approval at its December 6<sup>th</sup> meeting and then be formally submitted to governments.

Thanks, Marisa

marisa piattelli | chief strategy officer | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]  
[REDACTED] [mpiattelli@waterfronttoronto.ca](mailto:mpiattelli@waterfronttoronto.ca) | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto



**From:** Faraday-Smith, Nancy (INFC)  
**To:** Campbell, Glenn (INFC)  
**Cc:** Ladouceur3, Natalie (INFC)  
**Subject:** RE: Call today with Meg and ED  
**Date:** October 22, 2018 3:30:58 PM

You (and I) could do this call on Wednesday @ 8:30 if you'd like. You're tied up at the off-site Chamber event tomorrow a.m.

**From:** Campbell, Glenn (INFC)  
**Sent:** October 22, 2018 2:15 PM  
**To:** Faraday-Smith, Nancy (INFC)  
**Subject:** Fw: Call today with Meg and ED  
 Glenn Campbell  
 [REDACTED]

613 941-0722 (w)

**From:** Kristina Verner <[KVerner@waterfronttoronto.ca](mailto:KVerner@waterfronttoronto.ca)>  
**Sent:** Monday, October 22, 2018 1:17 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** Re: Call today with Meg and ED  
 Hi Glenn,

I'm not on the call today, [REDACTED] It is past due that we catch up!

[REDACTED] Any chance we could do a call at 8:30 Ottawa time either tomorrow or Wednesday?

Thank you in advance.  
 Kristina

kristina verner | vice president, innovation, sustainability and prosperity | Waterfront Toronto  
 | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]  
[kverner@waterfronttoronto.ca](mailto:kverner@waterfronttoronto.ca) | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)

**From:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>  
**Sent:** Monday, October 22, 2018 8:00:40 AM  
**To:** Kristina Verner  
**Subject:** Call today with Meg and ED

Hi Kristina, have weekly call with Meg, wonder if you can participate and/or been asked to.

If not then suggest we have our own call to catch up

Regards, Glenn

Glenn Campbell

Assistant Deputy Minister

Investment, Partnerships and Innovation

Infrastructure Canada

427 Laurier, 10th floor, Ottawa

613 941-0722

[Glenn.campbell@canada.ca](mailto:Glenn.campbell@canada.ca)

**From:** [Gillis, Kelly \(INFC\)](#)  
**To:** [Marchildon, Caroline \(INFC\)](#); [Campbell, Glenn \(INFC\)](#)  
**Cc:** [Faraday-Smith, Nancy \(INFC\)](#); [Tippins, Shawn \(INFC\)](#); [Hobbs, Joshua \(INFC\)](#)  
**Subject:** Re: Waterfront Toronto  
**Date:** October 21, 2018 8:51:50 AM

---

Thanks - Glenn we should find some time tomorrow to discuss next steps with WT. I understand Brooke spoke to you Friday as did Leslie with me on how we can support them in this domain. Tks

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Marchildon, Caroline (INFC)  
**Sent:** Sunday, October 21, 2018 8:30 AM  
**To:** Gillis, Kelly (INFC); Campbell, Glenn (INFC)  
**Cc:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC); Hobbs, Joshua (INFC)  
**Subject:** Fw: Waterfront Toronto

---

Good morning,

FYI - Cavoukian's resignation was in the Globe and Mail yesterday and in the Toronto Star today (link below). Thank you.

Sent from my BlackBerry 10 smartphone on the Bell network.

---

**From:** [ps.donotreply-newsdesk-infomedia-nepasrepondre.sp@canada.ca](mailto:ps.donotreply-newsdesk-infomedia-nepasrepondre.sp@canada.ca)  
**Sent:** Sunday, October 21, 2018 4:15 AM  
**To:** Khodr, Lama (INFC); Marchildon, Caroline (INFC); Wronski, Michael (INFC); Gillis, Kelly (INFC); Eyre, Jennifer (INFC); Powroz, Jen (INFC)  
**Subject:** Waterfront Toronto

---

#### 1/1 - Privacy expert resigns from smart city project

Toronto Star , Marco Chown Oved and Paul Hunter Toronto Star - 2018-10-21 04:07  
..."As we all know, existing methods of encryption are not infallible and may be broken, potentially exposing the personal data of **Waterfront Toronto** residents! Why take such risks?" The planned collaboration between Sidewalk Labs and **Waterfront Toronto** imagines a city of the future on 12 acres of the eastern waterfront...

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  - \* *Saved Search: [Link](#) | Recherche enregistrée: [Lien](#)*
  - \* *Query: "WATERFRONT TORONTO" OR "TORONTO WATERFRONT"*
  - \* *Alerts are limited to 100 articles maximum | Maximum de 100 articles par alertes*
  - \* *Media contents in NewsDesk are copyright protected | Le contenu médiatique*

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**From:** Gillis, Kelly (INFC)  
**To:** Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC); Marchildon, Caroline (INFC); Hobbs, Joshua (INFC)  
**Subject:** Re: Pre-DSAP update  
**Date:** October 19, 2018 8:49:25 AM

[REDACTED] Thanks

Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Friday, October 19, 2018 7:15 AM  
**To:** Gillis, Kelly (INFC); Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC); Marchildon, Caroline (INFC); Hobbs, Joshua (INFC)  
**Subject:** RE: Pre-DSAP update

This morning's G&M article is a fair summary of the meeting. Note references in excerpts below to WT taking more control of the relationship and to consideration of an extended timeline for the MIDP (this latter point likely to come up at IGSC in that case)

Sidewalk Labs and Waterfront Toronto's digital advisory panel emerge 'confident' after meeting over contentious Quayside data issues

Waterfront Toronto and Google affiliate Sidewalk Labs took steps to assure critics that the government agency is firmly in charge of developing policy for a proposed technology-driven lakeshore community at a meeting of high-profile academic and tech leaders on Thursday.

The Globe and Mail reported earlier this week that at least three key advisers to the project were considering resigning after the meeting of Waterfront Toronto's digital-strategy advisory board on Thursday over concerns that New York-based urban design firm Sidewalk Labs was playing an outsized role in planning the project's data-governance policies. But they emerged from the meeting confident - at least for now - that the balance of power had shifted away from private interests.....

.....While the remaining digital-strategy advisers were also concerned about what they saw as short timelines to review the project's many data and IP proposals, Waterfront Toronto's vice-president of innovation, Kristina Verner, told reporters the agency was looking at having more frequent digital-strategy meetings and was talking to Sidewalk about extending its early 2019 deadline to publish the project's final "master innovation and development plan."

**From:** Gillis, Kelly (INFC)  
**Sent:** October 18, 2018 6:01 PM  
**To:** Faraday-Smith, Nancy (INFC) ; Campbell, Glenn (INFC)  
**Subject:** Re: Pre-DSAP update

[REDACTED] Sounds like successful afternoon [REDACTED] Thanks  
 Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Thursday, October 18, 2018 3:57 PM  
**To:** Gillis, Kelly (INFC); Campbell, Glenn (INFC)  
**Subject:** RE: Pre-DSAP update

Meeting is about to wrap up. [REDACTED]

Lots of commentary on the specifics but a very quick sense of take-aways are (1) panel generally favourable towards idea of a data trust but have many questions and don't want this to be the only solution considered; (2) they like the idea of piloting a data-related part of the proposal to give public a tangible sense of what this project will mean for them; (3) more time is needed to develop a credible MIDP, challenging an early 2019 timeline to finalize a draft [REDACTED]

[REDACTED] (4) regarding SWL recommendation that a data localization requirement not be imposed, panel went the opposite way and some would like to see WT stipulate that housing data in Canada is a pre-requisite for moving forward with project.

Several commented that governments have been absent so far on the question of privacy and data governance.

[REDACTED] Shawn and I will combine our notes and will be happy to debrief in more detail tomorrow or early next week.

---

**From:** Gillis, Kelly (INFC)

**Sent:** October 18, 2018 3:12 PM

**To:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>; Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>

**Subject:** Re: Pre-DSAP update

Great - good start.

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Faraday-Smith, Nancy (INFC)

**Sent:** Thursday, October 18, 2018 2:11 PM

**To:** Gillis, Kelly (INFC); Campbell, Glenn (INFC)

**Subject:** RE: Pre-DSAP update

So far so good. SWL just starting its presentation now. Opening remarks by Acting DSAP Chair, Michael Geist, were quite good in emphasizing important role panel has to play [REDACTED]

---

**From:** Gillis, Kelly (INFC)

**Sent:** October 18, 2018 2:05 PM

**To:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>; Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>

**Subject:** Re: Pre-DSAP update

Ok thanks [REDACTED]

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Faraday-Smith, Nancy (INFC)

**Sent:** Thursday, October 18, 2018 12:53 PM

**To:** Campbell, Glenn (INFC); Gillis, Kelly (INFC)

**Subject:** Pre-DSAP update

[REDACTED]

Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Gillis, Kelly \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#)  
**Cc:** [Eyre, Jennifer \(INFC\)](#)  
**Subject:** FW: DRAFT - Waterfront Toronto Strategic Business Plan 2019 - 2023  
**Date:** October 18, 2018 7:17:00 PM

---

FYI

---

**From:** Marisa Piattelli [<mailto:MPiattelli@waterfronttoronto.ca>]

**Sent:** October 18, 2018 7:16 PM

**To:** Campbell, Glenn (INFC) ; David Stonehouse ; 'Adam Redish'

**Cc:** Michael Nobrega ; Lisa Taylor ; Edward Chalupka

**Subject:** Re: DRAFT - Waterfront Toronto Strategic Business Plan 2019 - 2023

Thanks Glen for that feedback. In conversation with govt secretariats today, we agreed that Nov 15 was a more realistic date for govt feedback. We also addressed some of the issues you raise in your email. Happy to give you a quick shout on this at your convenience and look forward to discussing in more depth at the IGSC. Marisa

Sent from my Samsung Galaxy smartphone.

**From:** [Faraday-Smith, Nancy \(INFC\)](#)  
**To:** [Boudreau, Marcia \(INFC\)](#); [Campbell, Glenn \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Cc:** [Ladouceur3, Natalie \(INFC\)](#)  
**Subject:** Re: DRAFT - Waterfront Toronto Strategic Business Plan 2019 - 2023  
**Date:** October 18, 2018 12:30:10 PM  
**Attachments:** [image001.png](#)

---

Thanks for checking Marcia! That's right - won't open from my BlackBerry. I'll need WiFi to get onto email but in the meantime my Toronto colleague will share a hard copy.

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Boudreau, Marcia (INFC)  
**Sent:** Thursday, October 18, 2018 12:24 PM  
**To:** Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC); Tippins, Shawn (INFC)  
**Cc:** Ladouceur3, Natalie (INFC)  
**Subject:** RE: DRAFT - Waterfront Toronto Strategic Business Plan 2019 - 2023

---

Morning Nancy,

I just tried opening it from my computer. It seems ok, did you try opening it through your blackberry?

Marcia

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** October 18, 2018 12:12 PM  
**To:** Campbell, Glenn (INFC) ; Tippins, Shawn (INFC)  
**Cc:** Ladouceur3, Natalie (INFC) ; Boudreau, Marcia (INFC)  
**Subject:** Re: DRAFT - Waterfront Toronto Strategic Business Plan 2019 - 2023

Tried to open the doc but it says file is corrupted

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Campbell, Glenn (INFC)  
**Sent:** Thursday, October 18, 2018 11:42 AM  
**To:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)  
**Cc:** Ladouceur3, Natalie (INFC); Boudreau, Marcia (INFC)  
**Subject:** Fw: DRAFT - Waterfront Toronto Strategic Business Plan 2019 - 2023

What should I reply today, as I want to do so shortly.

Glenn Campbell

613 941-0722 (w)

---

**From:** Marisa Piattelli <[MPiattelli@waterfronttoronto.ca](mailto:MPiattelli@waterfronttoronto.ca)>  
**Sent:** Wednesday, October 17, 2018 10:52 PM  
**To:** David Stonehouse; 'Adam Redish'; Campbell, Glenn (INFC)  
**Cc:** Michael Nobrega; Lisa Taylor  
**Subject:** FW: DRAFT - Waterfront Toronto Strategic Business Plan 2019 - 2023

Hello all,

Attached is a very an early first draft of the Strategic Business Plan 2019-2023.

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and the broad strategic roadmap forward.

The plan does not represent a radical departure from Waterfront Toronto's known revitalization approach and successful track record in its delivery. The plan is evolutionary rather than revolutionary in that it also seizes on opportunities to leverage Waterfront Toronto's strengths in areas of growth and interest to stakeholders. The plan focuses on incremental growth that builds on core competencies and it indicates where capacity must be enhanced. The plan profiles the significant projects already in the pipeline and adds signature and aspirational initiatives that, if implemented, would more clearly define the character of the waterfront. The plan's completion timeframe reflects our mandate as currently understood. There are no new asks to governments outside of the borrowing extension and closer government alignment on Board recruitment. It is a "steady as she goes plan" with aspirational goals that management believes merit further research.

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Thanks, Marisa

marisa piattelli | chief strategy officer | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [mpiattelli@waterfronttoronto.ca](mailto:mpiattelli@waterfronttoronto.ca) | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto



**From:** Faraday-Smith, Nancy (INFC)  
**To:** Campbell, Glenn (INFC)  
**Subject:** RE: Follow up Waterfront Toronto  
**Date:** October 18, 2018 11:04:43 AM

I had given Natalie a heads up about this immediately following your exchange (as she wasn't cc'd) and have subsequently asked her to follow up as she's better placed to organize your schedule.

**From:** Campbell, Glenn (INFC)  
**Sent:** October 18, 2018 10:45 AM  
**To:** Faraday-Smith, Nancy (INFC) ; Ladouceur3, Natalie (INFC)  
**Subject:** Re: Follow up Waterfront Toronto

Did this get done? In train  
 Glenn Campbell

613 941-0722 (w)

**From:** Campbell, Glenn (INFC)  
**Sent:** Wednesday, October 17, 2018 3:02 PM  
**To:** Faraday-Smith, Nancy (INFC); Ladouceur3, Natalie (INFC)  
**Subject:** Fw: Follow up Waterfront Toronto

Can someone talk [REDACTED] and see if can do a time that works for me and DM. Too bad we are available at 1130

Glenn Campbell

613 941-0722 (w)

**From:** Sevaun Palvetzian [REDACTED]  
**Sent:** Wednesday, October 17, 2018 2:04 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** [REDACTED] Faraday-Smith, Nancy (INFC)  
**Subject:** RE: Follow up Waterfront Toronto

Terrific. thanks.

**From:** Campbell, Glenn (INFC) [<mailto:glenn.campbell@canada.ca>]

**Sent:** Wednesday, October 17, 2018 1:59 PM

**To:** Sevaun Palvetzian [REDACTED]

**Cc:** [REDACTED]; Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>

**Subject:** Re: Follow up Waterfront Toronto

Thanks Sevaun, and yes we are very clear on this distinctions and caveats.

My office will get back [REDACTED] to try schedule an informal call.

Glenn

Glenn Campbell

613 941-0722 (w)

**From:** Sevaun Palvetzian  
**Sent:** Wednesday, October 17, 2018 1:45 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** [REDACTED]  
**Subject:** RE: Follow up Waterfront Toronto

Hi Glen,  
Glad to connect; hope you're well.

[REDACTED]

Today after 5 PM unfortunately doesn't work, but could do tomorrow between 10:30 – 11:30 if that works? Please let [REDACTED] know and we'll set up a call.

With thanks.

Sevaun.

---

**From:** Campbell, Glenn (INFC) [<mailto:glenn.campbell@canada.ca>]

**Sent:** Wednesday, October 17, 2018 12:59 PM

**To:** Sevaun Palvetzian [REDACTED]

**Subject:** Follow up Waterfront Toronto

Hello Sevaun,

[REDACTED] suggested I reach out to you as a fellow federal board member and also because you are leading on stakeholder and engagement issues.

[REDACTED] wonder if you could have a call with me and Deputy Minister Kelly Gillis later today, after 5, or perhaps tomorrow at convenient time.

[REDACTED]

Best regards, Glenn

Glenn Campbell

Assistant Deputy Minister

Investment, Partnerships and Innovation

Infrastructure Canada

427 Laurier, 10th floor, Ottawa

613 941-0722

[Glenn.campbell@canada.ca](mailto:Glenn.campbell@canada.ca)

**From:** Campbell, Glenn (INFC)  
**To:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)  
**Subject:** Fw: DRAFT - Waterfront Toronto Strategic Business Plan 2019 - 2023  
**Date:** October 17, 2018 11:03:47 PM

---

Glenn Campbell

613 941-0722 (w)

---

**From:** Marisa Piattelli  
**Sent:** Wednesday, October 17, 2018 10:52 PM  
**To:** David Stonehouse; 'Adam Redish'; Campbell, Glenn (INFC)  
**Cc:** Michael Nobrega; Lisa Taylor  
**Subject:** FW: DRAFT - Waterfront Toronto Strategic Business Plan 2019 - 2023

---

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Thanks, Marisa

marisa piattelli | chief strategy officer | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [mpiattelli@waterfronttoronto.ca](mailto:mpiattelli@waterfronttoronto.ca) | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**From:** [Tippins, Shawn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Campbell, Glenn \(INFC\)](#)  
**Cc:** [Hobbs, Joshua \(INFC\)](#)  
**Subject:** Re: G&M this morning: Toronto Waterfront advisers threaten resignations ahead of key Sidewalk Labs project meeting  
**Date:** October 17, 2018 7:07:49 AM

---

There's also this story running this morning in the T.O. Star. Mayoral Candidate Jennifer Keesmaat held a press conference calling for greater oversight of WT amid growing concerns over privacy and process transparency in its partnership with SWL. She is a former Chief City Planner (The City's WT Secretariat was under her) and is running 2nd to John Tory ahead of Monday's election.

[Jennifer Keesmaat says city agencies need more oversight](#)

Amid growing privacy concerns over the proposed Google-partnered neighbourhood on Toronto's waterfront, former chief city planner Jennifer Keesmaat is promising more oversight of city agencies if she is elected mayor. "Some of our agencies have been operating in the dark for too long," Keesmaat told a news conference Tuesday at...

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Wednesday, October 17, 2018 6:55 AM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC); Hobbs, Joshua (INFC)  
**Subject:** G&M this morning: Toronto Waterfront advisers threaten resignations ahead of key Sidewalk Labs project meeting

---

Pam Robinson, Andrew Clement and Teresa Scassa considering stepping down depending on outcome of Thursday's DSAP meeting. Kurtis McBride also expressing some consideration about his future on the panel. Michael Geist saying he's more positive, expects this to be the first of many meetings and that there will be plenty of time to address issues.

---

## Toronto Waterfront advisers threaten resignations ahead of key Sidewalk Labs project meeting

**Along with Andrew Clement and Pamela Robinson, Teresa Scassa, the Canada Research Chair in Information Law and Policy at the University of Ottawa, said she would consider resigning depending on the Thursday meeting's outcome**

by: Josh O'kane

At least three members of Waterfront Toronto's digital-strategy advisory panel say they may resign following a key meeting on Thursday if the government agency doesn't address their concerns over its proposed development partnership with Sidewalk Labs.

Sidewalk, a subsidiary of Google parent Alphabet Inc., is developing the project known as Quayside in conjunction with Waterfront Toronto. In April, the agency representing all three levels of government struck a panel to advise on tech policies for the 12-acre development.

That panel has already seen two high-profile resignations. Earlier this month, Saadia Muzaffar departed over what she called "utter lack of leadership regarding shaky public trust" over Waterfront's partnership with Sidewalk. Long-time venture capitalist John Ruffolo resigned in the summer.

After months of queries and criticism from Canadian innovators frustrated by a lack of clarity over who will own and manage the data generated by the sensor-rich neighbourhood, Sidewalk released a data-governance proposal on Monday, offering to house the project's urban data, such as those from pedestrian-counting technology, in an independent trust for anyone to access. The proposal tries to address some of the criticism by asserting that Sidewalk would not have preferential access to the data, nor an advantage in creating products to monetize it.

But several digital-strategy panel members, who will discuss the proposal at the Thursday meeting, told The Globe and Mail they remain worried about the project and its timeline.

"My ongoing participation will depend on the progress we make" at the meeting, said panelist Pamela Robinson, an urban-planning professor and associate dean at Ryerson University. The panel, she said, needs a strong transparent process and continuing access to "real substance" in order for its feedback on data governance and technology to make a difference.

Fellow panel member Andrew Clement, professor emeritus at the University of Toronto's faculty of information, said that it should be Waterfront Toronto that articulates a policy framework that guides Sidewalk's proposal. He continued: "It's fundamental of the consultation process that it be independent of the interests that are driving it."

Along with Mr. Clement and Ms. Robinson, Teresa Scassa, the Canada Research Chair in Information Law and Policy at the University of Ottawa, said she would consider resigning depending on the meeting's outcome.

Ms. Scassa said she worried that the sudden rush to get Sidewalk's data-governance strategy in front of the panel left members ill prepared to challenge some of the assumptions she saw built into it, including who has access to the Quayside project's data. "I'm probably not the only one who's wondering if we are meant to be window dressing," she said in an interview on Tuesday.

Kurtis McBride, chief executive of Kitchener, Ont.-based traffic analytics company Miovision, told The Globe he is waiting to hear more on Thursday about a technical issue in Sidewalk's digital-governance proposal, concerning how cities could derive economic benefit from their data, before making a decision about his future on the panel.

Their departure from the panel would mark a significant loss of academic and smart-city technology expertise as Waterfront attempts to build a world-leading smart community, just as the project faces increasing scrutiny one year after the Sidewalk-Waterfront partnership was first made public.

Ontario Infrastructure Minister Monte McNaughton said in an interview this week that he is asking "tough questions" about the tripartite agency's governance. "We need to make sure that Canadian privacy laws are followed. ... My staff has met with Waterfront Toronto, and we want to make sure that Ontario wins in this deal."

And Toronto mayoral challenger Jennifer Keesmaat on Tuesday singled out Waterfront Toronto and its dealings with Sidewalk Labs as she announced a call for a "transparency review" of key city-affiliated agencies. While incumbent John Tory has said he believes the Sidewalk project will be good for Toronto, he added that there remained "unanswered questions" about data and privacy that need to be addressed.

Not all digital-strategy panel members are frustrated about its progress. "I'm going into the meeting with a positive attitude," said Michael Geist, its interim chair and the Canada Research Chair in Internet and E-commerce Law at the University of Ottawa. "My hope is it would be the first of a number of meetings, and there'd be plenty of time to address issues as they arise."

Mark Wilson, who is both a former chair of Waterfront Toronto and a long-time executive with IBM Corp., said he recognized the frustration that many other current and former digital-strategy panelists - including Ms. Muzaffar - have expressed over the lack of detail the panel has been given so far. Still, he said of the data-governance proposal, "I'm cautiously optimistic that we have something of substance to deal with."

Waterfront Toronto said through its spokeswoman Carol Webb that it has "heard the concerns" raised by the panelists and takes "this very seriously."

"We are committed to improving the function and effectiveness of the panel and this discourse, and how we can

improve," she said in an e-mail. "The proposal put forward by Sidewalk Labs starts an important conversation and consultation around digital governance. It is an opportunity to ask for clarifications, more explanation and gather information. It's the first step in a new process, nothing is set or final."

Ms. Webb said questions about intellectual-property ownership will be addressed at a subsequent panel meeting and it will be on a public agenda. "We have to take this in bite-size pieces; it's that big, and we intend to get it right."

The digital-strategy advisory panel is one of two high-profile groups to meet discussing the proposed waterfront development this week. On Wednesday, Sidewalk's own advisory council - an invitation-only committee [revealed last week](#) by [open-data advocate Bianca Wylie](#) - will see a group of pan-industry executives discuss the project over lunch.

The Globe contacted each of the panel's 13 members for this story. Not everyone responded; Charles Finley, the global director of marketing for IBI Group, and Kevin Tuer, managing director of Canada's Open Data Exchange, declined to comment.

Sidewalk Labs deferred to Waterfront Toronto for comment.

*With reports from Laura Stone and Jeff Gray*

**Nancy Faraday-Smith**

Acting Director, Investment, Partnerships and Innovation  
Infrastructure Canada / Government of Canada  
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Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation  
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[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca) / Tél. : 613-948-9481

**From:** [Faraday-Smith, Nancy \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Cc:** [Tippins, Shawn \(INFC\)](#); [Marchildon, Caroline \(INFC\)](#); [Hobbs, Joshua \(INFC\)](#)  
**Subject:** Full article from The Logic  
**Date:** October 16, 2018 9:55:59 PM

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Glenn - here's full text from The Logic article:

**Explain conversations with Sidewalk Labs or 'hit the pause button' on smart city project, says NDP ethics critic to Trudeau government** By Sean Craig  
October 16, 2018

An opposition-party critic is calling on the Trudeau government to provide clarity about Google sister company Sidewalk Labs' smart city development or to put the project on hold. Charlie Angus, NDP ethics critic and Timmins–James Bay member of Parliament, sent a letter Tuesday to Infrastructure Minister François-Philippe Champagne, expressing concerns about Sidewalk Toronto. The project, which is a partnership between government agency Waterfront Toronto and Sidewalk Labs, has not been working in the public interest, according to Angus. Since Prime Minister Justin Trudeau was on-hand to announce the partnership in October 2017, the project has been “dogged by serious ethical, economic and technological concerns by Toronto residents as well as observers in Canada and around the world,” wrote Angus. He said it could “create a 21st century company town” by allowing Alphabet to “engage in anti-competitive practices favouring its own technologies and subsidiary investments.” “What worries me deeply are comments made by Eric Schmidt, Alphabet’s chairperson, where he said that a Google-led smart city project would require ‘substantial forbearances from existing laws and regulations,’” reads his letter, which was obtained by The Logic. “I am not aware of any other building project that requires exemption from national law in order to succeed.” Angus asked Champagne’s department to explain any conversations it has had with Alphabet regarding “which laws may be specifically rewritten to benefit” the Sidewalk Toronto project. Talking Point NDP ethics critic Charlie Angus sent a letter Tuesday asking the federal government to explain its communications with Alphabet and Sidewalk Labs, and to provide more clarity on the proposed smart city development on Toronto’s waterfront. Sidewalk Labs has lobbied officials from Infrastructure Canada six times since October 2017, including former minister Amarjeet Sohi on two occasions. The company hasn’t lobbied any other federal minister. “Unless we have answers from Alphabet/Google on why they don’t believe they should be made to comply with civic accountability and national law, it would be better to hit the pause button on this project,” Angus wrote. Asked about Angus’s letter, Champagne reaffirmed through a spokesperson his confidence in the project. In a statement, the minister said the government is “proud” to partner with the province and city on the reclamation of the urban shoreline, and that Waterfront Toronto “takes seriously concerns surrounding data and privacy.” He added that the government is monitoring Sidewalk Lab’s data strategy proposal, released this week, “to ensure this innovative redevelopment takes place in an ethical and accountable fashion.” In an interview, Angus said he was compelled to write the letter following the resignation of Saadia Muzaffar, founder of TechGirls Canada, from a panel Waterfront Toronto convened to guide its digital and privacy strategies on the Sidewalk project. In a resignation letter dated October 4, Muzaffar wrote that throughout the project, Waterfront Toronto showed “apathy and a lack of leadership regarding shaky public trust,” and had not sufficiently answered questions about privacy and intellectual property. “The concerns that she raised about the lack of public consultations were a sign to me that there was something going wrong,” said Angus. “This plan needs a reset or it needs some kind of



explanation to reassure the public that their interest is first and foremost in the minds of those who are developing this project.” Share the full article! Send to a friend This week, Sidewalk Labs proposed that an independent “Civic Data Trust” should control and set the rules around the data generated from the smart city development, and make it open and accessible while offering privacy protection. “Sidewalk Labs continues to assume privileges that the residents of Toronto have not granted them,” said Muzaffar about the data trust proposal in an email to The Logic. “They are a vendor. This is hasty, and continues to make a mockery of our democratically-informed processes of city-building.” Angus added he is concerned that Alphabet and Sidewalk, “through investments in all manner of subsidiary companies,” could be “setting up technologies that will benefit [their] own financial interests and not the larger public interest.” Angus’s letter follows months of growing controversy around the project. John Ruffolo, former OMERS Ventures CEO, resigned from Waterfront Toronto’s digital advisory panel in July, citing privacy concerns. Weeks later, Julie Di Lorenzo, the prominent Toronto developer, stepped down from the organization’s board of directors, writing she did not believe the Sidewalk Toronto project was “in the best interest of [Waterfront] and our country.” Intellectual property experts have also been critical of attempts by Sidewalk Labs to get building-design partners to surrender their IP. Meanwhile, the provincial auditor general is conducting a value-for-money audit of Waterfront Toronto that will examine its partnership with Sidewalk. Jennifer Keesmaat, the former chief city planner of Toronto currently running for mayor, said Tuesday that “the deal with Sidewalk Labs was done behind closed doors, without proper public transparency about what Waterfront Toronto and Google were planning to do on our waterfront.” Angus said he still believes there is “enormous potential” to develop smart city projects in Canada, but that the government is too narrowly focused on major foreign tech firms like Google and Amazon. “That’s not adding to the innovation agenda in Canada; it’s certainly helping Silicon Valley,” he said, adding that the government should establish a “public-interest element” for the Sidewalk Toronto project.

Sent from my BlackBerry 10 smartphone on the Rogers network.



**From:** Campbell, Glenn (INFC)  
**To:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)  
**Subject:** Re: Digital Strategy Advisory Panel (DSAP)  
**Date:** October 15, 2018 9:53:03 PM

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ATIA - 21(1)(b)

Thanks, [REDACTED]

Glenn Campbell  
[REDACTED]

613 941-0722 (w)

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**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Monday, October 15, 2018 9:24 PM  
**To:** Campbell, Glenn (INFC); Tippins, Shawn (INFC)  
**Subject:** Re: Digital Strategy Advisory Panel (DSAP)

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Yes - it'll be posted online, and discussed publicly. From an earlier Ed email (my highlight):

The DSAP materials will be posted today to the Board Portal today.... I also wanted remind everyone that this session is an open session, and all materials will be presented publicly.

I'll flag for Caroline and Josh in Comms. Would you want to advise MINO?

Sent from my BlackBerry 10 smartphone on the Rogers network.

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**From:** Campbell, Glenn (INFC)  
**Sent:** Monday, October 15, 2018 9:12 PM  
**To:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)  
**Subject:** Re: Digital Strategy Advisory Panel (DSAP)

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It's certainly comprehensive. Will this product now become public?

[REDACTED]

And it's 15 megs!

Glenn Campbell  
[REDACTED]

613 941-0722 (w)

**From:** Campbell, Glenn (INFC)  
**Sent:** Monday, October 15, 2018 8:44 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** FW: Digital Strategy Advisory Panel (DSAP)

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** October 15, 2018 5:46 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Ladouceur3, Natalie (INFC) ; Tippins, Shawn (INFC) ; Zewede, Heywet (INFC)  
**Subject:** FW: Digital Strategy Advisory Panel (DSAP)

Glenn,

The deck that SWL will present to DSAP on Thursday arrived this afternoon. [REDACTED]  
 – you'll probably want a hard copy (please and thank you Natalie). By way of a very high-level summary it's worth flagging the four key components of a framework for digital governance that SWL is proposing for Quayside:

1. **Responsible Data Use (RDU) Guidelines** – application of the guidelines to all parties in Quayside, not just SWL, to put personal privacy and the public good first while fostering innovation
2. **Civic Data Trust** – an independent entity to control, manage and make publicly accessible all data that could reasonably be considered a public asset....move away from entities, including SWL, solely owning and controlling these assets
3. **Responsible Data Impact Assessment (RDIA)** – all entities proposing to collect or use urban data, including SWL, will have to file an RDIA with the Trust that is publicly available and reviewable
4. **Open Standards** – SWL will base its technology on open standards....so anyone can plug in or compete

I'm sure there are others but here are just a couple of notable elements:

- Slide 30: "SWL will not create a centralized, monolithic platform. Rather, we will work with partners to create an open architecture – one that enables and encourages collaboration and experimentation."
- Slide 35: nod to protection of data in accordance to Canadian law but "...SWL does not believe that it is sensible to impose a data localization requirement for innovators in Quayside."

We'll be sure to have this added to our tri-government working group meeting agenda so we can canvas views.

Let me know if any specific detail or immediate follow up you'd like to see,  
 Nancy

**From:** Edward Chalupka [REDACTED]@waterfrontoronto.ca]  
**Sent:** October 15, 2018 3:33 PM  
**To:** Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Jayne Naiman [REDACTED]@toronto.ca>; [REDACTED]@toronto.ca [REDACTED]@toronto.ca>; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>; Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>  
**Cc:** Meg Davis <MDavis@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>; Cameron MacKay <CMacKay@waterfrontoronto.ca>  
**Subject:** RE: Digital Strategy Advisory Panel (DSAP)

Hello –

Further to my email from Friday regarding the upcoming DASAP meeting please find attached the deck that Sidewalk will be presenting Thursday.

It is important to note that this is simply their proposal. It does not reflect an endorsement from Waterfront Toronto and is still subject to significant input through community consultation, negotiation and our evaluation through the MIDP process.

Thanks

Ed

**From:** [Faraday-Smith, Nancy \(INFC\)](#)  
**To:** [Ladouceur3, Natalie \(INFC\)](#)  
**Cc:** [Zewede, Heywet \(IC\)](#); [Tippins, Shawn \(INFC\)](#); [Campbell, Glenn \(INFC\)](#)  
**Subject:** Tri-government call regarding Waterfront Toronto + Communications  
**Date:** October 15, 2018 10:21:46 AM

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Hi Natalie,

Could you please arrange for a 45-min call for this Wednesday afternoon (try 4:15-5:00pm) with Glenn and his ADM-level counterparts in Ontario and City of Toronto, as well as with our respective Communications directors as per list below (nb. this won't be an unexpected invitation). In the body of the invitation, please include the following:

**As a follow-up to our teleconference last week, the purpose of this meeting is to discuss recent developments on Waterfront and Quayside from a tri-government Communications perspective.**

[insert dial-in details]

---

Invitees are as follows:

**City of Toronto**

[Lou.DiGironimo@toronto.ca](#)

[David.Stonehouse@toronto.ca](#)

[\[REDACTED\]@toronto.ca](#) [\[REDACTED\]](#)

**MOI**

[Adam.redish@ontario.ca](#)

[Wendy.Ren@ontario.ca](#)

[Lenni.Eubanks@ontario.ca](#) (Director of Communications)

[Cam.Whitehead@ontario.ca](#)

**INFC**

Nancy

Shawn

[caroline.marchildon@canada.ca](#)

[joshua.hobbs@canada.ca](#)

Thanks and let me know if you have any questions.

Nancy

**From:** [Faraday-Smith, Nancy \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Cc:** [Tippins, Shawn \(INFC\)](#); [Ladouceur3, Natalie \(INFC\)](#); [Zewede, Heywet \(INFC\)](#)  
**Subject:** Fw: The Logic: News Feds' position on Quayside project unchanged  
**Date:** October 13, 2018 11:26:29 AM

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Glenn-

The following article from includes a statement to online publisher The Logic from INFC MIN speaking positively about the TWRI. Also references DSAP. As we were unaware The Logic had reached in for a statement I've asked Comms for any insights on who was approached and who penned the statement. Will let you know as soon as I hear anything.

NB: Also includes statement from MOI spokesperson and quotes from Mayor Tory and mayoral candidate Keesmat.

The Logic: News Feds' position on Quayside project unchanged  
By Murad Hemmadi Oct 11, 2018

The federal government continues to sound positive about Sidewalk Labs and Waterfront Toronto's Quayside project, even as provincial and city officials insisted they're seeking clarification on the development's data and privacy implications.

In a statement to The Logic, Infrastructure Minister François-Philippe Champagne said the government is "proud" to partner with the province and city on the \$1-billion shoreline project that is designed to make the Port Lands usable through flood prevention and land reclamation efforts. That work is "allowing for the redevelopment of this vital part of the city, and for Waterfront Toronto to partner with companies like Google to build the communities of tomorrow" (Sidewalk Labs is a subsidiary of Alphabet, Google's parent company).

Last week, The Logic reported that the auditor general of Ontario is conducting a value-for-money audit of Waterfront Toronto. Elsewhere, entrepreneur Saadia Muzaffar resigned from the agency's Digital Strategy Advisory Panel, citing—among other issues—concerns about the collection and use of data in the project. And, former Research in Motion (now BlackBerry) co-CEO Jim Balsillie penned a lengthy op-ed in The Globe and Mail, in which he calls the Quayside "the most dangerous" innovation strategy Canada has attempted in recent decades.

Prime Minister Justin Trudeau was present alongside then-Ontario Premier Kathleen Wynne and Toronto Mayor John Tory at the Quayside announcement last October. "I'm very excited to be announcing this great partnership with Sidewalk Labs, with Alphabet and Google, in recognizing that Canada is doing the right things in the right direction, and we're doing it because we have such confidence in our citizens and in our potential," he said. Asked if he continues to support the project in light of recent reports, the Prime Minister's Office directed The Logic to Champagne's statement.

All three levels of government claim the protection of citizens' data rights and privacy

is on their agendas. Ottawa and Queen's Park say they're working with Waterfront Toronto to ensure accountability. Meanwhile, Toronto's mayor is talking directly to Sidewalk Labs executives, but his main challenger wants more clarity now.

The infrastructure minister did reference the concerns raised by Muzaffar and Balsillie, albeit not directly. The "world-class Digital Strategy Advisory Panel is working to ensure that principles of ethical use of technology and the protection of personal privacy and data are respected in all parts of this development," the statement says, adding that the federal government will continue to work with Waterfront Toronto and the province and city to ensure "this innovative development takes place in an ethical and accountable fashion."

A spokesperson in the office of Ontario Infrastructure Minister Monte McNaughton, Champagne's provincial counterpart, noted that members of the Ontario government had visited "Waterfront Toronto" and "continue to ask tough questions." The province expects the agency to "implement strong measures to ensure accountability and transparency while keeping the interests of taxpayers top of mind," reads the statement, which calls the Quayside an "exciting, job-creating plan."

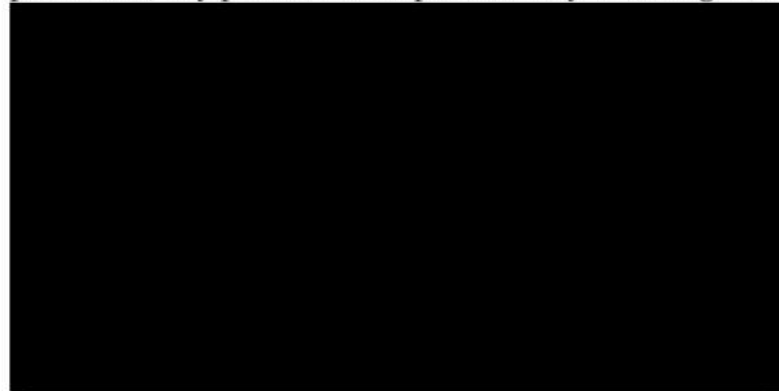
The statement, in response to questions from The Logic, struck a different tone than the one McNaughton adopted in August, when he used a friendly question in the provincial legislature to tout the signing of a Plan Development Agreement between Sidewalk Labs and Waterfront Toronto. At the time, he called the development "cutting-edge innovation," and said it delivered on the Progressive Conservative (PC) government's "commitment to attracting knowledge-based capital and investments to Ontario" (the PCs took power in June).

Speaking to media after voting in advance polls in the Toronto municipal election on Wednesday, Tory said there "remain some unanswered questions" about the Sidewalk project, specifically naming data protections. The mayor said he had personally told senior executives at the company that there was "much more work to do here to make sure that we can do what we all have to do, which is to satisfy Torontonians" that their information rights and privacy "will be respected."

In an interview on CBC Radio's Metro Morning on Wednesday, Helen Burstyn, Waterfront Toronto board chair, said the agency has "three levels of government who stand firmly behind us, and are more than happy with the work that we're doing." Mayoral candidate and former Toronto chief planner Jennifer Keesmaat also emphasized the need for greater surety with regards to data collection. "The protection of the public interest needs to be made paramount and needs to be made explicit," she said in an interview. It is "the role of the mayor to take the bull by the horns and to be absolutely clear about the public interest, and to assure the public," which she said he has not. The former chief city planner's portfolio included the Waterfront Secretariat, the city entity involved with the shoreline revitalization efforts. "This whole contract that was advanced by Waterfront Toronto was not something that was done in collaboration with the city," Keesmaat said, speaking based on her time in the municipal government. "And that's a problem."

Waterfront Toronto and Sidewalk Labs are scheduled to release a “comprehensive description of the component parts” of the master innovation and development plan for Quayside next month, with a draft plan to be published early next year. #Sidewalk Labs #Waterfront Toronto Dan Doctoroff second high-profile tech leader to say he isn't joining Saudi Arabia's megacity as an adviser By Zane Schwartz Sidewalk Labs requires detailed safeguards for its own employees' data By Zane Schwartz © 2018 The Logic Inc. All Rights Reserved. About Us Terms Privacy Policy Contact Us

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**Feds' position on Quayside project unchanged; provincial, city politicians emphasize they're asking “tough questions” - The Logic**

Infrastructure ministers continue to talk up the potential of the joint Sidewalk Labs and Waterfront Toronto development

[ent from Yahoo Mail on Android](#)

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Subject:** FW: The Globe and Mail - Sidewalk Toronto is not a smart city  
**Date:** October 12, 2018 12:51:00 PM

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** October 5, 2018 7:41 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC)  
**Subject:** Fw: The Globe and Mail - Sidewalk Toronto is not a smart city

Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** Edward Chalupka [\[REDACTED\]@waterfronttoronto.ca](#)>  
**Sent:** Friday, October 5, 2018 4:15 PM  
**To:** Faraday-Smith, Nancy (INFC); David Stonehouse; Wendy Ren ([wendy.ren@ontario.ca](mailto:wendy.ren@ontario.ca)); Hobbs, Joshua (INFC); Deborah Blackstone; [robert.linden@ontario.ca](mailto:robert.linden@ontario.ca)  
**Cc:** Meg Davis; Marisa Piattelli; Cameron MacKay; Kristina Verner; Carol Webb  
**Subject:** The Globe and Mail - Sidewalk Toronto is not a smart city

Hello all –

Please find below an op-ed piece by Jim Balsillie that appeared online in the Globe and Mail this afternoon and will likely appear in the print edition tomorrow. Waterfront Toronto does not plan to respond to this piece at this time and the key messages, Q's and A's provided yesterday remain relevant to the below.

It is important to note that we are still early in the process and potential solutions to be proposed by Sidewalk Labs with respect to digital and data governance as part of the MIDP have not yet been brought forward to Waterfront Toronto and to the Digital Strategy Advisory Panel for review. There is an established process in place which will provide for the information and content to be given to the committee for review and comment as soon as it becomes available. As a result, anything that is written in the media, including the below op ed piece, is pure speculation at this point.

WT is confident that when the time comes, the DSAP will provide expert advice on the proposal, specifically on the issues related to privacy and data ownership. It is also important to note that the MIDP will be a proposal that will require review and approval by Waterfront Toronto's Board of Directors.

In addition, we have attached a backgrounder on the Quayside Innovation and Funding RFP process as this issue was also raised as part of the op ed as well as a letter from Coulter Osborne, WT's fairness advisor for the RFP process.

Thanks.

Ed

[Sidewalk Toronto is not a smart city](#)

The Globe and Mail, Jim Balsillie, 10.5.2018

*Jim Balsillie is a former chairman and co-CEO of Research In Motion, where he commercialized Canadian intellectual property in more than 150 countries.*



With politicians rushing to show Canada's innovation chops, "smart cities" has emerged as their new frontier. Most consequential of these is a high-profile agreement between Waterfront Toronto and the Google affiliate Sidewalk Labs. A year ago, Canadians were treated to an announcement involving the leaders of all three levels of government gushing and fawning about an enlightened urban partnership with a foreign company whose business model is built exclusively on the principle of mass surveillance.

The most insightful comments during the public announcement came when Eric Schmidt, Google's former executive chair, said they had realized their long-running dream for "someone to give us a city and put us in charge." He also thanked Canadian taxpayers for paying, creating and transferring the core artificial-intelligence technology he credits for Google's success, making it the world's third most valuable corporation. Google's past and future growth are based on the intellectual property (IP) they own and the data they control.

The 21st-century knowledge-based and data-driven economy is all about IP and data. "Smart cities" are the new battlefield for big tech because they serve as the most promising hotbed for additional intangible assets that hold the next trillion dollars to add to their market capitalizations. "Smart cities" rely on IP and data to make the vast array of city sensors more functionally valuable, and when under the control of private interests, an enormous new profit pool. As Sidewalk Labs' chief executive Dan Doctoroff said: "We're in this business to make money." Sidewalk also wants full autonomy from city regulations so it can build without constraint.

You can only commercialize IP or data when you own or control them. That's why Google, as a recent Globe and Mail investigation revealed, is talking control to own all IP on this project. All smart companies know that controlling the IP controls access to the data, even when it's shared data. Stunningly, when Waterfront Toronto released its "updated" agreement, they left the ownership of IP and data unresolved, even though IP experts publicly asserted that ownership of IP must be clarified up front or it defaults to Google. Securing new monopoly IP rights coupled with the best new data sets creates a systemic market advantage from which Google can inexorably expand. A privately controlled "smart city" infrastructure upends traditional models of citizenship because you cannot opt out of a city or a society that practises mass surveillance. Foreign corporate interests tout new technocratic efficiencies while shrewdly occluding their unprecedented power grab. As the renowned technologist Evgeny Morozov said: "That the city is also the primary target of big tech is no accident: If these firms succeed in controlling its infrastructure, they need not to worry about much else."

What happens on Toronto's waterfront infrastructure will have profound and permanent impacts on the digital rights and prosperity of all Canadians because IP and data – our century's most valuable extractive resources – spread seamlessly. Data has already been used as a potent tool to manipulate individuals, social relationships and autonomy. Any data collected can be reprocessed and analysed in new ways in the future that are unanticipated at the time of collection and this has major implications for our privacy, prosperity, freedom and democracy.

From the start, this project should have been debated publicly and involved experts in IP and data. Instead, Waterfront Toronto continues to weaponize ambiguity while making irreversible decisions that will have major negative effects on all Canadians. Is this how we want our cities and the future of our country managed?

#### **WATERFRONT TORONTO – A PROFILE IN MISMANAGEMENT**

In a recent brief to the federal government, the National Research Council warned that Canada was at risk of becoming a nation of "data cows," leaking our most valuable national resource to

companies such as Amazon, Google and others. Waterfront was undeterred by such warnings and rushed to create a contract with Google without any input from city staff. The agreement was so flawed Waterfront Toronto's board tried to keep it secret for months while the Toronto City Council got a report making it clear the council didn't know what Waterfront was doing. The unsuspecting public and public office holders were alerted to it by the board's only elected official, city councillor Denzil Minnan-Wong, who said: "I know enough about the agreement that I think you would like to know more about the agreement."

The charitable among us would call these approaches incompetent, given that Waterfront has no experience or expertise commercializing either IP or data. The more astute would say this is a pattern of deliberate effort to make sure that Google comprehensively claims all the project-related IP and systemically extends their control of citizen data. After all, a Waterfront board member recently quit in protest over their relinquishing too much control to Google.

Sidewalk is currently hosting public consultations on Waterfront's behalf, a curious governance arrangement to say the least. As the media outlets including Wired reported: "The planning process is being paid for by Google, and Google won't continue funding that process unless government authorities promise they'll reach a final agreement that aligns with Google's interests." Those interests include Google's desire to expand its Toronto experiments beyond the project's 12-acre Quayside plot to adjacent land.

Meanwhile public consultations have been called "a masterclass in gaslighting and arrogance" because they deliberately avoid addressing citizen concerns about data and IP. For its part, Waterfront struck a committee of digital experts but cynically made their advice non-binding and mandated that they sign aggressive and overreaching confidentiality agreements which compelled resignations from prominent independent experts. It has also engaged a privacy expert who remains silent on the questions of ownership and residency of data, key determinants of privacy. On the issue of data collection and control, Waterfront Toronto is promising "meaningful consent" – whatever that means. No sooner than these empty declarations were made, an Associated Press investigation revealed that Google tracks users even when they don't consent to being tracked.

#### **SMART CITIZENS DESERVE SMART LEADERSHIP**

A year later, we are at a point where a secretive, unelected, publicly funded corporation with no expertise in IP, data or even basic digital rights is in charge of navigating forces of urban privatization, algorithmic control and rule by corporate contract. Civic and data experts have called Waterfront's public engagement a "fundamental lack of democratic participation in the process," and in her resignation from the Digital Strategy Advisory Panel on Thursday, Saadia Muzaffar pointed to "Waterfront Toronto's astounding apathy and utter lack of leadership regarding shaky public trust and social licence." Also this week, The Logic reported that the Ontario Auditor-General is investigating Waterfront Toronto. But if we want Toronto to be truly better governed and to have a more vibrant and prosperous future, we also need investigations into Waterfront's RFP process for Quayside, its governance, its "secrets about secrets" in public engagements and value for money. If we are to build viable digital cities for the benefit of Canadian citizens, we will need transparency and accountability between the government and its citizens, not a secret deal between an unelected, rogue public corporation and a foreign multinational in the business of mass surveillance. Waterfront's current approach needs more than a complete overhaul. It requires a restart with a new RFP that accurately frames the urban issues Toronto is trying to resolve and the vision its citizens have for this particular piece of land, their demands for municipal control of data and digital infrastructure and the protection of their digital rights. If this project is to be a model to be exported

around the world, as the Prime Minister said it will be, then maybe we can try engaging with Canadian innovators already providing smart cities technologies around the world rather than growing Google's bottom line.

Smart cities need to involve experts who protect us from enamoured politicians who continue to give away Canada's most valuable intangible assets to foreign tech giants. As Google reminded us at the announcement a year ago, if Canada retained ownership of the taxpayer-funded IP and data we recently transferred to them, we would still have untold billions of dollars available for our cities' infrastructure and services. A sovereign strategy for smart cities presents an enormous opportunity for Canadians to develop new technologies, and new physical and digital infrastructure to serve the public interest, promote inclusive prosperity and even create new and better models of urban governance.

As long as Waterfront remains clueless about IP and data while deferring to Google on all the critical decisions, Canadians will continue to be treated to glitzy images of pseudo-tech dystopia while foreign companies profit from the IP and data Canadian taxpayers fund and create. Sidewalk Toronto is not a smart city. It is a colonizing experiment in surveillance capitalism attempting to bulldoze important urban, civic and political issues. Of all the misguided innovation strategies Canada has launched over the past three decades, this purported smart city is not only the dumbest but also the most dangerous.

###



**From:** Campbell, Glenn (INFC)  
**To:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)  
**Subject:** FW: WT Blog post - Quayside Innovation and Funding RFP process  
**Date:** October 11, 2018 7:47:00 PM

Hi see below. Please forward this stuff when comes in. Can you also talk to Josh to ensure if he is passing stuff along to DMO and MINO that IPI team copied.  
 Doesn't always need to be me, but certainly you.

**From:** Eyre, Jennifer (INFC)  
**Sent:** October 11, 2018 7:42 PM  
**To:** Campbell, Glenn (INFC) ; Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC)  
**Cc:** Gillis, Kelly (INFC) ; Fenrich, Julia (INFC)  
**Subject:** Fw: WT Blog post - Quayside Innovation and Funding RFP process  
 FYI.

Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** Hobbs, Joshua (INFC) <[joshua.hobbs@canada.ca](mailto:joshua.hobbs@canada.ca)>  
**Sent:** Thursday, October 11, 2018 7:21 PM  
**To:** Monfette, Kate (INFC); Howell, Alexandra (INFC); Agbasi, Chike (INFC); Simpson, Brook (INFC)  
**Cc:** INFC.F DM Office / Bureau du SM F.INFC; Fenrich, Julia (INFC); Marchildon, Caroline (INFC); Powroz, Jen (INFC); Wronski, Michael (INFC)  
**Subject:** Re: WT Blog post - Quayside Innovation and Funding RFP process

And here is the link to the blog:

<http://blog.waterfrontoronto.ca/nbe/portal/WT/home/blog-home/posts/Approach-to-Selecting-the-Quayside-Innovation-and-Funding-Partner-Backgrounder-on-the-Request-for-Proposal-Process>

Sent from my BlackBerry 10 smartphone on the Bell network.

**From:** Hobbs, Joshua (INFC)  
**Sent:** Thursday, October 11, 2018 5:12 PM  
**To:** Monfette, Kate (INFC); Howell, Alexandra (INFC); Agbasi, Chike (INFC); Simpson, Brook (INFC)  
**Cc:** INFC.F DM Office / Bureau du SM F.INFC; Fenrich, Julia (INFC); Marchildon, Caroline (INFC); Powroz, Jen (INFC); Wronski, Michael (INFC)  
**Subject:** Fw: WT Blog post - Quayside Innovation and Funding RFP process

Alex and Kate, Attached is a blog post that WT will be posting tonight.

Sent from my BlackBerry 10 smartphone on the Bell network.

**From:** Edward Chalupka [REDACTED]@waterfrontoronto.ca>  
**Sent:** Thursday, October 11, 2018 5:02 PM  
**To:** Faraday-Smith, Nancy (INFC); David Stonehouse; Wendy Ren ([wendy.ren@ontario.ca](mailto:wendy.ren@ontario.ca)); Hobbs, Joshua (INFC); Deborah Blackstone; [robert.linden@ontario.ca](mailto:robert.linden@ontario.ca)  
**Cc:** Meg Davis; Marisa Piattelli; Cameron MacKay; Kristina Verner; Carol Webb  
**Subject:** WT Blog post - Quayside Innovation and Funding RFP process

Hello –

Further to my email from last week I wanted to let you know that we have written a blog outlining the process associated with the Quayside Innovation and Funding RFP as this issue has been raised over the last week. The blog was based on the process memo previously shared with you on Friday. It will be going live later this evening on our website but wanted to provide you all with a preview.

Thanks

Ed

**From:** Edward Chalupka

**Sent:** Friday, October 5, 2018 4:14 PM

**To:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>; 'David Stonehouse' <[David.Stonehouse@toronto.ca](mailto:David.Stonehouse@toronto.ca)>; Wendy Ren ([wendy.ren@ontario.ca](mailto:wendy.ren@ontario.ca)) <[wendy.ren@ontario.ca](mailto:wendy.ren@ontario.ca)>; Hobbs, Joshua (INFC) <[joshua.hobbs@canada.ca](mailto:joshua.hobbs@canada.ca)>; Deborah Blackstone [REDACTED] <[\[REDACTED\]@toronto.ca](mailto:[REDACTED]@toronto.ca)>; 'robert.linden@ontario.ca' <[robert.linden@ontario.ca](mailto:robert.linden@ontario.ca)>

**Cc:** Meg Davis <[MDavis@waterfronttoronto.ca](mailto:MDavis@waterfronttoronto.ca)>; Marisa Piattelli <[MPiattelli@waterfronttoronto.ca](mailto:MPiattelli@waterfronttoronto.ca)>; Cameron MacKay ([CMacKay@waterfronttoronto.ca](mailto:CMacKay@waterfronttoronto.ca)) <[CMacKay@waterfronttoronto.ca](mailto:CMacKay@waterfronttoronto.ca)>; Kristina Verner <[KVerner@waterfronttoronto.ca](mailto:KVerner@waterfronttoronto.ca)>; Carol Webb ([CWebb@waterfronttoronto.ca](mailto:CWebb@waterfronttoronto.ca)) <[CWebb@waterfronttoronto.ca](mailto:CWebb@waterfronttoronto.ca)>

**Subject:** The Globe and Mail - Sidewalk Toronto is not a smart city

Hello all –

Please find below an op-ed piece by Jim Balsillie that appeared online in the Globe and Mail this afternoon and will likely appear in the print edition tomorrow. Waterfront Toronto does not plan to respond to this piece at this time and the key messages, Q's and A's provided yesterday remain relevant to the below.

It is important to note that we are still early in the process and potential solutions to be proposed by Sidewalk Labs with respect to digital and data governance as part of the MIDP have not yet been brought forward to Waterfront Toronto and to the Digital Strategy Advisory Panel for review. There is an established process in place which will provide for the information and content to be given to the committee for review and comment as soon as it becomes available. As a result, anything that is written in the media, including the below op ed piece, is pure speculation at this point.

WT is confident that when the time comes, the DSAP will provide expert advice on the proposal, specifically on the issues related to privacy and data ownership. It is also important to note that the MIDP will be a proposal that will require review and approval by Waterfront Toronto's Board of Directors.

In addition, we have attached a backgrounder on the Quayside Innovation and Funding RFP process as this issue was also raised as part of the op ed as well as a letter from Coulter Osborne, WT's fairness advisor for the RFP process.

Thanks.

Ed

[Sidewalk Toronto is not a smart city](#)

The Globe and Mail, Jim Balsillie, 10.5.2018

*Jim Balsillie is a former chairman and co-CEO of Research In Motion, where he commercialized Canadian intellectual property in more than 150 countries.*

With politicians rushing to show Canada's innovation chops, "smart cities" has emerged as their new frontier. Most consequential of these is a high-profile agreement between Waterfront Toronto and the Google affiliate Sidewalk Labs. A year ago, Canadians were treated to an announcement involving the leaders of all three levels of government gushing and fawning about an enlightened urban partnership with a foreign company whose business model is built exclusively on the principle of mass surveillance.

The most insightful comments during the public announcement came when Eric Schmidt, Google's former executive chair, said they had realized their long-running dream for "someone to give us a city and put us in charge." He also thanked Canadian taxpayers for paying, creating and transferring the core artificial-intelligence technology he credits for Google's success, making it the world's third most valuable corporation. Google's past and future growth are based on the intellectual property



(IP) they own and the data they control.

The 21st-century knowledge-based and data-driven economy is all about IP and data. “Smart cities” are the new battlefield for big tech because they serve as the most promising hotbed for additional intangible assets that hold the next trillion dollars to add to their market capitalizations. “Smart cities” rely on IP and data to make the vast array of city sensors more functionally valuable, and when under the control of private interests, an enormous new profit pool. As Sidewalk Labs’ chief executive Dan Doctoroff said: “We’re in this business to make money.” Sidewalk also wants full autonomy from city regulations so it can build without constraint.

You can only commercialize IP or data when you own or control them. That’s why Google, as a recent Globe and Mail investigation revealed, is talking control to own all IP on this project. All smart companies know that controlling the IP controls access to the data, even when it’s shared data. Stuningly, when Waterfront Toronto released its “updated” agreement, they left the ownership of IP and data unresolved, even though IP experts publicly asserted that ownership of IP must be clarified up front or it defaults to Google. Securing new monopoly IP rights coupled with the best new data sets creates a systemic market advantage from which Google can inexorably expand. A privately controlled “smart city” infrastructure upends traditional models of citizenship because you cannot opt out of a city or a society that practises mass surveillance. Foreign corporate interests tout new technocratic efficiencies while shrewdly occluding their unprecedented power grab. As the renowned technologist Evgeny Morozov said: “That the city is also the primary target of big tech is no accident: If these firms succeed in controlling its infrastructure, they need not to worry about much else.”

What happens on Toronto’s waterfront infrastructure will have profound and permanent impacts on the digital rights and prosperity of all Canadians because IP and data – our century’s most valuable extractive resources – spread seamlessly. Data has already been used as a potent tool to manipulate individuals, social relationships and autonomy. Any data collected can be reprocessed and analysed in new ways in the future that are unanticipated at the time of collection and this has major implications for our privacy, prosperity, freedom and democracy.

From the start, this project should have been debated publicly and involved experts in IP and data. Instead, Waterfront Toronto continues to weaponize ambiguity while making irreversible decisions that will have major negative effects on all Canadians. Is this how we want our cities and the future of our country managed?

### **WATERFRONT TORONTO – A PROFILE IN MISMANAGEMENT**

In a recent brief to the federal government, the National Research Council warned that Canada was at risk of becoming a nation of “data cows,” leaking our most valuable national resource to companies such as Amazon, Google and others. Waterfront was undeterred by such warnings and rushed to create a contract with Google without any input from city staff. The agreement was so flawed Waterfront Toronto’s board tried to keep it secret for months while the Toronto City Council got a report making it clear the council didn’t know what Waterfront was doing. The unsuspecting public and public office holders were alerted to it by the board’s only elected official, city councillor Denzil Minnan-Wong, who said: “I know enough about the agreement that I think you would like to know more about the agreement.”

The charitable among us would call these approaches incompetent, given that Waterfront has no experience or expertise commercializing either IP or data. The more astute would say this is a pattern of deliberate effort to make sure that Google comprehensively claims all the project-related IP and systemically extends their control of citizen data. After all, a Waterfront board member

recently quit in protest over their relinquishing too much control to Google.

Sidewalk is currently hosting public consultations on Waterfront's behalf, a curious governance arrangement to say the least. As the media outlets including Wired reported: "The planning process is being paid for by Google, and Google won't continue funding that process unless government authorities promise they'll reach a final agreement that aligns with Google's interests." Those interests include Google's desire to expand its Toronto experiments beyond the project's 12-acre Quayside plot to adjacent land.

Meanwhile public consultations have been called "a masterclass in gaslighting and arrogance" because they deliberately avoid addressing citizen concerns about data and IP. For its part, Waterfront struck a committee of digital experts but cynically made their advice non-binding and mandated that they sign aggressive and overreaching confidentiality agreements which compelled resignations from prominent independent experts. It has also engaged a privacy expert who remains silent on the questions of ownership and residency of data, key determinants of privacy. On the issue of data collection and control, Waterfront Toronto is promising "meaningful consent" – whatever that means. No sooner than these empty declarations were made, an Associated Press investigation revealed that Google tracks users even when they don't consent to being tracked.

### **SMART CITIZENS DESERVE SMART LEADERSHIP**

A year later, we are at a point where a secretive, unelected, publicly funded corporation with no expertise in IP, data or even basic digital rights is in charge of navigating forces of urban privatization, algorithmic control and rule by corporate contract. Civic and data experts have called Waterfront's public engagement a "fundamental lack of democratic participation in the process," and in her resignation from the Digital Strategy Advisory Panel on Thursday, Saadia Muzaffar pointed to "Waterfront Toronto's astounding apathy and utter lack of leadership regarding shaky public trust and social licence." Also this week, The Logic reported that the Ontario Auditor-General is investigating Waterfront Toronto. But if we want Toronto to be truly better governed and to have a more vibrant and prosperous future, we also need investigations into Waterfront's RFP process for Quayside, its governance, its "secrets about secrets" in public engagements and value for money. If we are to build viable digital cities for the benefit of Canadian citizens, we will need transparency and accountability between the government and its citizens, not a secret deal between an unelected, rogue public corporation and a foreign multinational in the business of mass surveillance. Waterfront's current approach needs more than a complete overhaul. It requires a restart with a new RFP that accurately frames the urban issues Toronto is trying to resolve and the vision its citizens have for this particular piece of land, their demands for municipal control of data and digital infrastructure and the protection of their digital rights. If this project is to be a model to be exported around the world, as the Prime Minister said it will be, then maybe we can try engaging with Canadian innovators already providing smart cities technologies around the world rather than growing Google's bottom line.

Smart cities need to involve experts who protect us from enamoured politicians who continue to give away Canada's most valuable intangible assets to foreign tech giants. As Google reminded us at the announcement a year ago, if Canada retained ownership of the taxpayer-funded IP and data we recently transferred to them, we would still have untold billions of dollars available for our cities' infrastructure and services. A sovereign strategy for smart cities presents an enormous opportunity for Canadians to develop new technologies, and new physical and digital infrastructure to serve the public interest, promote inclusive prosperity and even create new and better models of urban governance.

As long as Waterfront remains clueless about IP and data while deferring to Google on all the critical decisions, Canadians will continue to be treated to glitzy images of pseudo-tech dystopia while foreign companies profit from the IP and data Canadian taxpayers fund and create. Sidewalk Toronto is not a smart city. It is a colonizing experiment in surveillance capitalism attempting to bulldoze important urban, civic and political issues. Of all the misguided innovation strategies Canada has launched over the past three decades, this purported smart city is not only the dumbest but also the most dangerous.

###





**From:** Tippins, Shawn (INFC)  
**To:** Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC)  
**Subject:** Openness is best way forward - Editorial Toronto Star  
**Date:** October 11, 2018 7:38:53 AM

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Openness is best way forward

When Alphabet, Google's parent company, picked Toronto to unleash its vision of a technology-driven neighbourhood there was a wave of excitement about all the intriguing possibilities. And, as these things typically go, that was quickly followed by a torrent of concern about whether Waterfront Toronto, the public agency responsible for... Toronto Star , A14 - 2018-10-11

<https://www.infomedia.gc.ca/infrastructurecanada/en/2018/10/11/214763061>

Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Subject:** Fw: Meeting Materials Now Available in BoardEffect  
**Date:** October 9, 2018 6:40:30 PM

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Glenn Campbell

613 941-0722 (w)

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**From:** aina adeleye  
**Sent:** Tuesday, October 9, 2018 3:55 PM  
**To:** Campbell, Glenn (INFC)  
**Reply To:** aina adeleye  
**Subject:** Meeting Materials Now Available in BoardEffect

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One of the materials in the Meeting Book (Item 8 - Executive Summary - Rolling Five Year Strategic Business Plan) did not upload properly unto the BoardEffect platform.

This has been fixed and is now available on your BoardEffect platform.

**To sign in using your computer's browser:** Click the link in the footer below to navigate to the login screen. Enter your user name and password, scroll down to the appropriate Meeting Event, then click on the Meeting Book link to open your materials.

**To sign in using the BoardEffect App:** From your selected device, tap on the BoardEffect App, select your platform and enter your password. On the home page, scroll down to the appropriate Meeting Event, then click on the Meeting Book link to open your materials.

Log in to your BoardEffect by clicking 

**From:** Campbell, Glenn (INFC)  
**To:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)  
**Subject:** Fw: Sidewalk Labs advisor quits Toronto project over privacy concerns | Smart Cities Dive  
**Date:** October 9, 2018 12:47:04 PM

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Glenn Campbell

  
613 941-0722 (w)

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**From:** Glenn Campbell  
**Sent:** Tuesday, October 9, 2018 12:43 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** Sidewalk Labs advisor quits Toronto project over privacy concerns | Smart Cities Dive

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Sidewalk Labs advisor quits Toronto project over privacy concerns | Smart Cities Dive

<https://www.smartcitiesdive.com/news/sidewalk-labs-advisor-quits-toronto-project-over-privacy-concerns/539034/>

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Gillis, Kelly \(INFC\)](#); [Peets, Gerard \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#)  
**Cc:** [Eyre, Jennifer \(INFC\)](#)  
**Subject:** Fw: Google Toronto development raises privacy concerns  
**Date:** October 6, 2018 9:17:56 AM

ATIA - 16(2)

ATIA - 19(1)

ATIA - 21(1)(b)

This AP story being picked up today, including US. This one from silicon Valley.

Glenn Campbell

613 941-0722 (w)

**From:** [REDACTED]  
**Sent:** Saturday, October 6, 2018 8:49 AM  
**To:** Campbell, Glenn (INFC)  
**Subject:** Google Toronto development raises privacy concerns

TORONTO — Heated streets will melt ice and snow on contact. Sensors will monitor traffic and protect pedestrians. Driverless shuttles will carry people to their doors.

A unit of Google's parent company, Alphabet, is proposing to turn a rundown part of Toronto's waterfront into what may be the most wired community in history — to “fundamentally refine what urban life can be.”

Sidewalk Labs has partnered with a government agency known as Waterfront Toronto with plans to erect midrise apartments, offices, shops and a school on a 12-acre site — a first step toward what it hopes will eventually be a 800-acre development.

High-level interest is clear: Prime Minister Justin Trudeau and Alphabet's then-Executive Chairman Eric Schmidt appeared together to announce the plan.

But some Canadians are rethinking the privacy implications of giving one of the most data-hungry companies on the planet the means to wire up everything from street lights to pavement. And some want the public to get a cut of the revenue from products developed using Canada's largest city as an urban laboratory.

“The Waterfront Toronto executives and board are too dumb to realize they are getting played,” said former BlackBerry CEO Jim Balsillie, a smartphone pioneer considered a national hero who also said the federal government is pushing the board to approve it.

“Google knew what they wanted. And the politicians wanted a PR splash, and the Waterfront board didn’t know what they are doing. And the citizens of Toronto and Canada are going to pay the price,” Balsillie said.

Complaints about the proposed development prompted Waterfront Toronto to redo the agreement to ensure a greater role for the official agency, which represents city, provincial and federal governments.

So far the project is still in the embryonic stage. After consultations, the developers plan to present a formal master plan early next year.

Dan Doctoroff, the CEO of Sidewalk Labs, envisions features like pavement that lights up to warn pedestrians of approaching streetcars. Flexible heated enclosures — described as raincoats for buildings — will be deployed based on weather data during Toronto’s bitter winters. Robotic waste-sorting systems will detect when a garbage bin is full and remove it before raccoons descend.

“Those are great uses of data that can improve the quality of life of people,” he said. “That’s what we want to do.”

Sidewalk Labs promotional materials promise “a place that’s enhanced by digital technology and data, without giving up the privacy and security that everyone deserves.”

Doctoroff said the company isn’t looking to make money on people’s personal information in the way that Google does now with search information. He said the plan is to invent so-far-undefined products and services that Sidewalk Labs can market elsewhere.

“People automatically assume because of our relationship to Alphabet and Google that they will be treated one way or another. We have never said anything” about the data

issue, he said. “To be honest people should give us some time. Be patient.”

But that wasn’t good enough for Julie Di Lorenzo, a prominent Toronto developer who resigned from the Waterfront Toronto board over the project. Di Lorenzo said data and what Google wants to do with it should be front and center in the discussions. She also believes the government agency has given the Google affiliate too much power over how the project develops.

“How can (Waterfront Toronto), a corporation established by three levels of democratically elected government, have shared values with a limited, for-profit company whose premise is embedded data collection?” Di Lorenzo asked.

Di Lorenzo asks who will own the autonomous vehicles. “Is the municipality maintaining the fleet or forcing you to share your vehicle?” She also asks if people who don’t want their data collected will be allowed to live there.

The concerns have intensified following a series of privacy scandals at Facebook and Google. A recent Associated Press investigation found that many Google services on iPhones and Android devices store location-tracking data even if you use privacy settings that are supposed to turn them off.

“It gives all of us pause,” Waterfront board chair Helen Burstyn acknowledged.

Bianca Wylie, an advocate of open government, said it remains deeply troubling that Sidewalk Labs still hasn’t said who will own data produced by the project or how it will be monetized. Google is here to make money, she said, and Canadians should benefit from any data or products developed from it.

“We are not here to be someone’s research and development lab,” she said, “to be a loss leader for products they want to sell globally.”

Ottawa patent lawyer Natalie Raffoul said the fact that the current agreement leaves ownership of data issues for later shows that it wasn’t properly drafted and means patents derived from the data will default to Google.

“We just can’t be too trusting of corporations,” she said.

But Burstyn, the Waterfront Toronto chair, said the upcoming master plan will address data concerns. The agency wants to make Toronto a global hub of a rising new industry, she said.

“Everybody gets worried about the digital and technology aspects that might run amok,” she said. “I don’t worry about that as much as I see the opportunities for developing a really interesting, innovative community.”

Adam Vaughan, the federal lawmaker whose district includes the development, said debate about big data and urban infrastructure is coming to cities across the world and he would rather have Toronto at the forefront of discussion.

“Google is ahead of governments globally and locally. That’s a cause for concern but it’s also an opportunity,” Vaughan said.

*Rob Gillies. AP*

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Mitchell2, Lisa \(INFC\)](#)  
**Subject:** Fw: Sidewalk Toronto has only one beneficiary, and it is not Toronto  
**Date:** October 5, 2018 7:44:54 PM

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[REDACTED]

Glenn Campbell

[REDACTED]

613 941-0722 (w)

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**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Friday, October 5, 2018 7:37 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC)  
**Subject:** Re: Sidewalk Toronto has only one beneficiary, and it is not Toronto

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Saw that. Will fwd something WT sent earlier apropos of this, which I meant to share earlier.

Sent from my BlackBerry 10 smartphone on the Rogers network.

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**From:** Campbell, Glenn (INFC)  
**Sent:** Friday, October 5, 2018 7:02 PM  
**To:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)  
**Subject:** Fw: Sidewalk Toronto has only one beneficiary, and it is not Toronto

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[REDACTED]

Glenn Campbell

[REDACTED]

613 941-0722 (w)

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**From:** [glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)  
**Sent:** Friday, October 5, 2018 7:01 PM  
**To:** Gillis Kelly (IC); Peets, Gerard (INFC)  
**Subject:** Sidewalk Toronto has only one beneficiary, and it is not Toronto

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SW TO is not a smart city. Jim Balsillie.

Glenn Campbell

[REDACTED]

613 941-0722 (w)

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**From:** Glenn Campbell  
**Sent:** Friday, October 5, 2018 5:36 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:**

---



<https://www.theglobeandmail.com/opinion/article-sidewalk-toronto-is-not-a-smart-city/>

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Cc:** [Zewede, Heywet \(INFC\)](#)  
**Subject:** RE: DSAP resignation news  
**Date:** October 5, 2018 11:03:00 AM

Pls prepare email and attach I can forward

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** October 5, 2018 10:27 AM  
**To:** Tippins, Shawn (INFC) ; Campbell, Glenn (INFC)  
**Cc:** Zewede, Heywet (INFC)  
**Subject:** RE: DSAP resignation news

Thanks Shawn.

WT has sent its Qs&As, key messages and a statement from WT regarding the resignation.

**Heywet** – please print the attached and this cover email for Glenn. Thanks.

I'll continue to track media, building on the helpful start by Shawn [REDACTED]

**From:** Tippins, Shawn (INFC)  
**Sent:** October 5, 2018 8:45 AM  
**To:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>; Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>  
**Subject:** DSAP resignation news

A few media headlines below from the G&M, Toronto Star on Saadia's resignation from DSAP:

[Saadia Muzaffar resigns from Waterfront Toronto advisory board over Sidewalk Labs concerns](#)

Saadia Muzaffar, the founder of TechGirls Canada, is resigning from Waterfront Toronto's Digital Strategy Advisory Panel, arguing that tripartite government agency does not share her "urgency and concern" about multiple issues in its partnership with Sidewalk Labs to develop a digital-first neighbourhood in Toronto. In a copy of Ms. Muzaffar's...

Globe and Mail.com - 2018-10-04 14:53 (EST)

[Entrepreneur quits as Waterfront Toronto adviser over Sidewalk Labs concerns](#)

Saadia Muzaffar, the founder of TechGirls Canada, is resigning from Waterfront Toronto's Digital Strategy Advisory Panel, arguing the tripartite government agency does not share her "urgency and concern" about its partnership with Sidewalk Labs to develop a digital-first neighbourhood in Toronto. In a copy of Ms. Muzaffar's resignation letter obtained...

Globe and Mail , B6 - 2018-10-05

[Tech expert resigns from panel on Sidewalk Toronto](#)

A member of an expert panel guiding Waterfront Toronto on Sidewalk Labs' "smart city" proposal has resigned in large part because she wants to see the city, rather than a private company, control potentially valuable data linked to the project. On Thursday, tech entrepreneur Saadia Muzaffar became the second member...


Toronto Star , GT1 - 2018-10-05

Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Simpson, Brook \(INFC\)](#)  
**Subject:** Fw: Waterfront Toronto - Digital Strategy Advisory Panel developments  
**Date:** October 4, 2018 3:11:30 PM  
**Importance:** High

---

FYI

Glenn Campbell  


613 941-0722 (w)

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**From:** glenn.campbell@canada.ca  
**Sent:** Thursday, October 4, 2018 3:10 PM  
**To:** Gillis Kelly (IC)  
**Cc:** Eyre, Jennifer (INFC); Faraday-Smith, Nancy (INFC)  
**Subject:** Fw: Waterfront Toronto - Digital Strategy Advisory Panel developments

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Glenn Campbell  


613 941-0722 (w)

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**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Thursday, October 4, 2018 2:52 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC); Mitchell2, Lisa (INFC)  
**Subject:** Waterfront Toronto - Digital Strategy Advisory Panel developments

---

Glenn –

As previewed a short time ago when we spoke, Saadia Muzaffar (co-founder of Tech Reset Canada) resigned this morning from Waterfront Toronto's Digital Strategy Advisory Panel (DSAP), apparently citing concerns over the public consultation process and transparency (e.g., some (not all) of the DSAP meetings have been closed door). I've spoken with Waterfront and asked that they keep us apprised on how this unfolds and their approach to addressing. The province of ON and the City are also aware.

- DSAP was established by Waterfront in April 2018 as an arms-length body intended to help guide Waterfront on how best to incorporate data privacy, digital systems, and the safe and ethical use of new technologies in the next phase of waterfront revitalization. The Panel will initially advise Waterfront Toronto on policies and strategies related to the Quayside project that was launched in Fall 2017. Michael Geist, Law Professor, UofO is the Interim Chair. The Panel first met on June 7, 2018 and has met publicly a handful of times since then (June 25, August 16).

I'll update you on any further developments as they come in.

Nancy

**Nancy Faraday-Smith**

Acting Director, Investment, Partnerships and Innovation

Infrastructure Canada / Government of Canada  
[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca) / Tel: 613-948-9481

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Infrastructure Canada / Gouvernement du Canada  
[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca) / Tél. : 613-948-9481

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Simpson, Brook \(INFC\)](#); [INFC.F DM Office / Bureau du SM F.INFC](#)  
**Cc:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Subject:** Re: WT  
**Date:** October 4, 2018 8:27:05 AM

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Yes, will set up time. We have been working with ON and TO on some of the draft parts shared with us for fact checking.

Glenn Campbell

613 941-0722 (w)

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**From:** Simpson, Brook (INFC)  
**Sent:** Thursday, October 4, 2018 8:25 AM  
**To:** Campbell, Glenn (INFC); [INFC.F DM Office / Bureau du SM F.INFC](#)  
**Subject:** WT

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Would like to discuss when you have a minute today  
<https://thelogic.co/news/exclusive/ontario-auditor-general-conducting-audit-of-waterfront-toronto/?gift=b143ad8205cde219ec146bab93e78f90>

**Brook Simpson**

Director of Issues Management and Parliamentary Affairs  
 Directeur de la gestion des enjeux et des affaires parlementaires  
 Minister of Infrastructure and Communities  
 Ministre de l'Infrastructure et des Collectivités  
 Government of Canada – Gouvernement du Canada  
[brook.simpson@canada.ca](mailto:brook.simpson@canada.ca)  
 tel: 613-219-0149

**From:** Campbell, Glenn (INFC)  
**To:** Faraday-Smith, Nancy (INFC)  
**Subject:** RE: briefing note for meeting with Bianca Wiley et al (Thursday @ 3:15pm)  
**Date:** October 3, 2018 7:34:00 PM

ATIA - 21(1)(b)

And Jenny wants to join as well

**From:** Campbell, Glenn (INFC)  
**Sent:** October 3, 2018 7:34 PM  
**To:** Faraday-Smith, Nancy (INFC)  
**Subject:** RE: briefing note for meeting with Bianca Wiley et al (Thursday @ 3:15pm)  
 For some reason didn't realize Teresa will also participate.

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** October 3, 2018 7:27 PM  
**To:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>  
**Cc:** Ladouceur3, Natalie (INFC) <[natalie.ladouceur3@canada.ca](mailto:natalie.ladouceur3@canada.ca)>; Zewede, Heywet (INFC) <[heywet.zewede@canada.ca](mailto:heywet.zewede@canada.ca)>  
**Subject:** briefing note for meeting with Bianca Wiley et al (Thursday @ 3:15pm)

Hi Glen,

As a set up for our 3:15 meeting with Bianca Wiley et al (Perspectives on Digital/Data Governance and Data Trusts), please see the attached meeting note and related annexes.

Natalie - all docs are saved here: [G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\Memos\ADM meeting w Wiley McDonald and CIGI](#)

Happy to discuss at your convenience.

Nancy

**Nancy Faraday-Smith**

Acting Director, Investment, Partnerships and Innovation  
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**From:** Campbell, Glenn (INFC)  
**To:** Gillis, Kelly (INFC)  
**Cc:** Eyre, Jennifer (INFC)  
**Subject:** Fw: INFC meeting with Bianca Wiley and Sean McDonald  
**Date:** September 26, 2018 10:16:05 PM

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FYI re roundtable Nancy setting with, including ISED and POL/SCC

Glenn Campbell

613 941-0722 (w)

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**From:** Setlakwe, Lisa (IC)  
**Sent:** Wednesday, September 26, 2018 12:47 PM  
**To:** Faraday-Smith, Nancy (INFC); Peets, Gerard (INFC)  
**Cc:** Lynch, Erin (IC); Schaan, Mark (IC); Williams, Tushara (INFC); Tremblay, Jenny (INFC); Tippins, Shawn (INFC); Roy, Nathalie (IC); Dei, Joel (IC); Popesco, Tatiana (INFC); Diotte Foster, Guillaume (INFC); Campbell, Glenn (INFC); Ladouceur3, Natalie (INFC); Zewede, Heywet (INFC); Logue, Joelle (INFC)  
**Subject:** RE: INFC meeting with Bianca Wiley and Sean McDonald

---

Nancy, this is definitely of interest. Pls send invite to Mark, Erin and I and we'll sort ourselves out in terms of participation (that's a day's work right there;). Thanks for thinking of us.  
 L.

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** September-26-18 12:17 PM  
**To:** Peets, Gerard (INFC); Setlakwe, Lisa (IC)  
**Cc:** Lynch, Erin (IC); Schaan, Mark (IC); Williams, Tushara (INFC); Tremblay, Jenny (INFC); Tippins, Shawn (INFC); Roy, Nathalie (IC); Dei, Joel (IC); Popesco, Tatiana (INFC); Diotte Foster, Guillaume (INFC); Campbell, Glenn (INFC); Ladouceur3, Natalie (INFC); Zewede, Heywet (INFC); Logue, Joelle (INFC)  
**Subject:** INFC meeting with Bianca Wiley and Sean McDonald  
 Gerard, Lisa -

On the afternoon of Thursday, October 4<sup>th</sup> Glenn Campbell and I will be meeting with Bianca Wiley, founder of the Open Data Institute Toronto, and U.S.-based technology governance thought leader, Sean McDonald. Bios for Bianca and Sean are included below. Given the tie-ins with our respective work on Toronto Waterfront/Quayside/Sidewalk Labs, Smart Cities Challenge and the National Digital and Data Consultations, we would like to extend the invite to you and/or a delegate to join us. Exact time and location are TBC, but possible windows are 1pm and 3:15pm here at INFC.

If this is of interest, please let me know and I'll make sure to send an Outlook invite your way once details are confirmed.

Best,  
 Nancy

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**Bianca Wiley** is an open government advocate with a dual background in technology and public engagement. She leads work on public sector technology policy for Canada at [Dgen Network](#) and is the co-founder of [Tech Reset Canada](#). Bianca is also a Senior Fellow at the [Centre for International Governance Innovation](#) in the Global Economy program. She worked for several years in the tech sector in operations, infrastructure, corporate training, and product management, most recently at Thomson Reuters. As a facilitator at Swerhun Inc., she designed, delivered and supported public

consultation processes for various governments and government agencies. In 2014, Bianca founded the Open Data Institute Toronto. Bianca is a tech policy writer, with recent pieces published in [VICE](#), [The Globe and Mail](#) and [Huffington Post Canada](#). She is also a speaker on open government and public sector technology policy.

**Sean McDonald** builds governance for technology and technology for governance. Sean is the co-founder of Digital Public, which uses trusts to help communities protect and govern digital assets. He is a lawyer and the CEO of FrontlineSMS, an award-winning global technology company. Sean is a Visiting Fellow at Stanford's Digital Civil Society Lab, and a former Affiliate at Harvard's Berkman Klein Center. Sean is an advisor to Digital Democracy, the IEEE's Ethics and AI Committee, and a member of ICANN'S Rights Protection Mechanism Group. He is a researcher and writer whose work has been published by the Review of the International Committee of the Red Cross, Stanford Social Innovation Review, Cornell's Legal Informatics Institute, the Center for Internet and Society, and Innovations Journal, among others. He holds a JD/MA from American University, with specializations in international law and alternative dispute resolution.

**Nancy Faraday-Smith**

Acting Director, Investment, Partnerships and Innovation  
Infrastructure Canada / Government of Canada  
[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca) / Tel: 613-948-9481

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Infrastructure Canada / Gouvernement du Canada  
[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca) / Tél. : 613-948-9481



**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Gillis, Kelly \(INFC\)](#); [Eyre, Jennifer \(INFC\)](#); [Faraday-Smith, Nancy \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Cc:** [Mitchell2, Lisa \(INFC\)](#)  
**Subject:** Fw: WFT news/Logic/Value of Land issue  
**Date:** September 17, 2018 1:09:36 PM

---

FYI

Glenn Campbell

613 941-0722 (w)

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**From:** [REDACTED]  
**Sent:** Monday, September 17, 2018 1:03 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** WFT news

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Exclusive Estimates show Waterfront Toronto's portion of land, sought by Google's sister company, worth over half a billion dollars

By Amanda Roth Last updated 7 hours ago

Waterfront Toronto and Sidewalk Labs are hard at work putting together their master plan for a smart city in Toronto's Quayside. One of the items that they'll need to address before completion of the final agreement is what the land itself is worth.

The 12-acre Quayside is a prime piece of Toronto real estate. Assessments conducted by two of the city's leading real estate appraisers and obtained by The Logic—along with comparable sales nearby—show that the Quayside land, which is largely owned by Waterfront Toronto, could be worth as much as \$675 million. If sold to Sidewalk Labs, it would be one of the biggest land deals in Toronto's recent history.

Talking Point The 12-acre Quayside lands that Waterfront Toronto and Sidewalk Labs are planning to develop into Toronto's first smart city neighbourhood is estimated to be worth over half a billion dollars, according to assessments and comparable sales nearby. An agreement on the real estate value will be needed before any final agreement can be reached. If sold, it would be one of the biggest land deals in Toronto's recent history.

Waterfront Toronto—a tri-government organization mandated with the revitalization of Toronto's waterfront into mixed-use communities and public spaces—and Sidewalk Labs are currently negotiating a Master Innovation and Development Plan (MIDP) that, if completed, would permit the Alphabet-owned company to start building its smart-city project.

When asked whether the two parties were working toward leasing, buying or arranging any other type of transfer of land, Carol Webb, a Waterfront Toronto spokesperson, said that no real estate negotiations are taking place between the two companies. "We are focused on the planning work currently underway," said Webb. To the same question, Sidewalk Labs spokesperson Dan Levitan said, "Not at this time, except insofar as our MIDP planning work involves developing a framework for future development partnerships and real estate transactions."

Development Blocks from Waterfront Toronto's Request for Proposals Innovation and Funding Partner for the Quayside Development Opportunity Waterfront Toronto One piece of land already occupied by Sidewalk Labs is 307 Lakeshore Blvd. East. In June, Sidewalk Toronto—the joint effort by Waterfront Toronto and Alphabet's Sidewalk Labs—opened their offices on the plot of private land that falls within the 12 acres of Quayside owned by Plazacorp Investments Ltd. According to documents obtained by The Logic, the three-year lease—which began on March 15, 2018—was registered for just two dollars. It's common for landlords to register a lease for a small amount when they don't want to make the lease terms public. When asked about the two-dollar transaction, both Plazacorp and Sidewalk Labs said the real terms for the lease were agreed to at "market-rate." "It was purely an arms-length lease negotiated based on what we thought were fair market terms taking everything into consideration," said Plazacorp spokesperson Yehuda Belzberg. Plazacorp also has a venture capital arm that has invested in Miovision Technologies Inc., a Kitchener-Waterloo-based smart intersection and traffic technology company. Kurtis McBride, CEO of Miovision, told The Logic in June that he had met with Sidewalk Labs on more than one occasion. When asked if there was any connection between the lease with Sidewalk Labs and the Miovision investment, Belzberg said the lease "had nothing to do with any sort of relationship between Plaza Ventures and another entity."

The move of Google Canada's Toronto headquarters to the waterfront was included in the October 2017 announcement on the selection of Sidewalk Labs as the winning bid for the Quayside development. The relocation of as many as 400 Toronto employees—across sales, AI research, marketing and engineering—will require a real estate transaction. Although no specific plans have been outlined, Aaron Brindle, a Google Canada spokesperson, reiterated the company's commitment to moving its Canadian headquarters to the eastern waterfront as part of the development plans. "We're inspired by Sidewalk Labs vision for the Toronto waterfront and this commitment to developing innovative solutions to meet the city's challenges," said Brindle. "We think this is a very exciting time to be a Torontonian."

The \$675-million land estimate Estimated appraisals conducted for mixed-use developments across Toronto obtained by The Logic show that prices currently range from around \$100 per square foot on the low end to \$250 per square foot on the high end—and as much as \$350 per square foot in the city's most expensive and coveted neighbourhoods, such as Yorkville.

The Logic has learned that a property near the Quayside, albeit one with obstructed views and not directly on the lakefront, was recently bought by a developer for over \$160 per square foot of zoned-approved density.

The Quayside is largely owned by Waterfront Toronto, with small portions of city- and privately-owned lands. The 12 acres are zoned for the development of buildings totalling approximately 3.3 million square feet of "mixed-use gross floor area." Of this, Waterfront Toronto owns 10.5 acres, zoned for 2.7 million square feet, according to its financial statements. Based on these land assessments' per-square-foot cost estimates, the recently sold mixed-use property and the 2.7 million square feet zoned for Waterfront Toronto, the Quayside's value would be somewhere between \$432 million and \$675 million.

Waterfront Toronto and Sidewalk Labs' vision for the Quayside is a mixed-use development providing both residential and retail spaces. Waterfront Toronto mandates that 20 per cent of all residential gross floor area on land within its control be allocated as affordable housing. "Land values are constantly changing based on market conditions," said Carol Webb, a

spokesperson for Waterfront Toronto, in an email. “It is Waterfront Toronto’s standard practice to commission an appraisal immediately prior to undertaking any potential transaction to ensure the most current valuation.” According to Waterfront Toronto, if the MIDP is approved, a series of subsequent commercial agreements would need to be put in place prior to any transaction. There would only be a real estate transaction if all the required consents and approvals were obtained, including from government authorities and third-party land owners. Though rare, the land could also be leased to Sidewalk Toronto by Waterfront Toronto in a final agreement. An example of such an agreement is Battery Park in New York City, which is owned and managed by the Battery Park City Authority, a public benefit corporation created by the state of New York that closely resembles Waterfront Toronto. In these cases, developers arrange ground leases that generally have long-term agreements spanning around 100 years with predictable price increases. Paula Fletcher, a Toronto city councillor whose ward buttresses the Quayside development, wants more transparency on the process. “I just want to know how they’re planning to calculate the land value for whoever gets awarded any development on that 12 acres,” said Fletcher. “I don’t know how that’s happening. That isn’t clear to me.” In October 2017, Dan Doctoroff, CEO of Sidewalk Labs, said the development of the Quayside “primarily is a real-estate play” in an article in *The Globe and Mail*. He hasn’t used that language since. “I think Dan himself would say the project is far more complicated and multifaceted than a real-estate play,” said Levitan when asked if Doctoroff still considers Sidewalk Toronto primarily a real-estate play. “That description doesn’t begin to capture objectives related to economic development, affordability, technology, infrastructure, transportation, and much more.” The MIDP—scheduled to be completed in Spring 2019 upon receiving approval from both companies’ boards—may be the first details provided of any real estate transaction on the Quayside

**From:** Campbell, Glenn (INFC)  
**To:** Gillis, Kelly (INFC); Eyre, Jennifer (INFC)  
**Subject:** FYI - CIB and WFT Board Director term expiry cheat sheet  
**Date:** September 14, 2018 6:25:00 PM

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**WT federal appointees:**

- Janet Rieksts-Alderman – term expires December 2019
- Sevaun Palvetzian – term expires December 2019
- Mazyar Mortazavi – term expires January 2020
- Jeanhy Shim – term expires June 2020

**CIB appointees**

- Kimberly Baird – term expires November 15, 2019 [REDACTED]
- James Cherry – term expires November 15, 2019 [REDACTED]

**Waterfront Toronto's Board of Directors is composed of 12 Board members (4 each appointed by the Government of Canada, the Province of Ontario and the City of Toronto) and a Chair, jointly appointed by the three orders of government. Our board members include:**

- Helen Burstyn, Chair
- Denzil Minnan-Wong
- Mohamed Dhanani
- Stephen Diamond
- Susan Henderson
- Meric Gertler
- Janet Rieksts-Alderman
- Sevaun Palvetzian
- Mazyar Mortazavi
- Jeanhy Shim
- Michael Nobrega

[who we are](#) link to bios

**Canada Infrastructure Bank Board of Directors is comprised of 11 Board Members, including Chair all federally appointed (although provinces were consulted, asked to put forward candidate names into the process)**

Janice Fukakusa

Bruno Guilmette

Kimberly Baird

James Cherry

Michele Colpron

Stephen Smith

Poonan Puri

Dave Braconnier

Jane Bird

Christopher Hickman

Patricia Youzwa

[Board of Directors](#) - link to bios

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Subject:** FW: smart cities, CIB, and urban data strategy  
**Date:** September 14, 2018 9:46:00 AM

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**From:** Geoff Cape [mailto:gcape@evergreen.ca]

**Sent:** December 5, 2017 2:27 PM

**To:** Gillis, Kelly (INFC) ; Peets, Gerard (INFC) ; Campbell, Glenn (INFC)

**Subject:** smart cities, CIB, and urban data strategy

Kelly, Glen and Gerard, as promised a brief follow up. thank you for making the time to meet in Ottawa a few weeks ago. I would like to follow up on three items:

1. Smart Cities Challenge, and Future Cities Canada - as a platform for SCC++... We are developing this national platform program with significant support from all sectors and we are in the process of building the \$17 million Future City Centre at Evergreen Brick Works now. We will launch the program summer 2018. Know that it exists and that other countries are investing heavily in these ideas and we are here to help.
2. Infrastructure Bank and the need for a discrete "green/ retrofit financing unit"...We are shaping the ideas to deliver low carbon solutions as well as economic returns. RBC Executive hosted a bankers round table last week and we had great feedback from over 30 bankers endorsing the ideas and recognizing the mkt failures. A relevant niche with viable economics. More on this soon - through others at Finance++.
3. Data Strategy for Canada - focused on urban (+ primary Industries, health, and security) ... We are working with ISED, Stats Can, Balsillie and others. This is a critical area for necessary policy innovation. Gerard was in the meeting so he can relay the strategic merit but highlights include – Canada does not have an overarching data strategy. GDPR will launch in the EU this spring. Strategic issues include roll out of Smart Cities challenge, Sidewalk Labs in Toronto, and policy issues such as - moving data offshore is not restricted by tax, whereas moving IP is constrained by tax considerations but data is the real asset. Free flow of data translates into free flow of your tax base abroad. also - we have to have an explicit treatment of competition in the data sections of FTAs, with something akin to the language in telecoms chapters about competitive access to data flowing through platforms that have de facto utility status.

All of this coming from the ambitions associated with the Future Cities Canada initiative and the work we are doing at Evergreen with partners. The priority projects for our national program include:

1. Our Urban Future – foresight and scenario planning to explore alternative futures 30-50–100 years
2. Capital Innovation Lab –to support, de-risk and build market pull for Canadian innovators.
3. National Urban Data Strategy for Canada -
4. Urban Innovation EXPO
5. City to City Leaders Exchange

6. Future Cities National Conference
7. We are Cities – citizen engagement platform
8. Knowledge Platform
9. Housing Action Lab
10. Mobility Action Lab

Attached a few documents related to people and process to support the above.

All the best.

g

**Geoff Cape | CEO | Evergreen | 416-596-1495** [REDACTED]

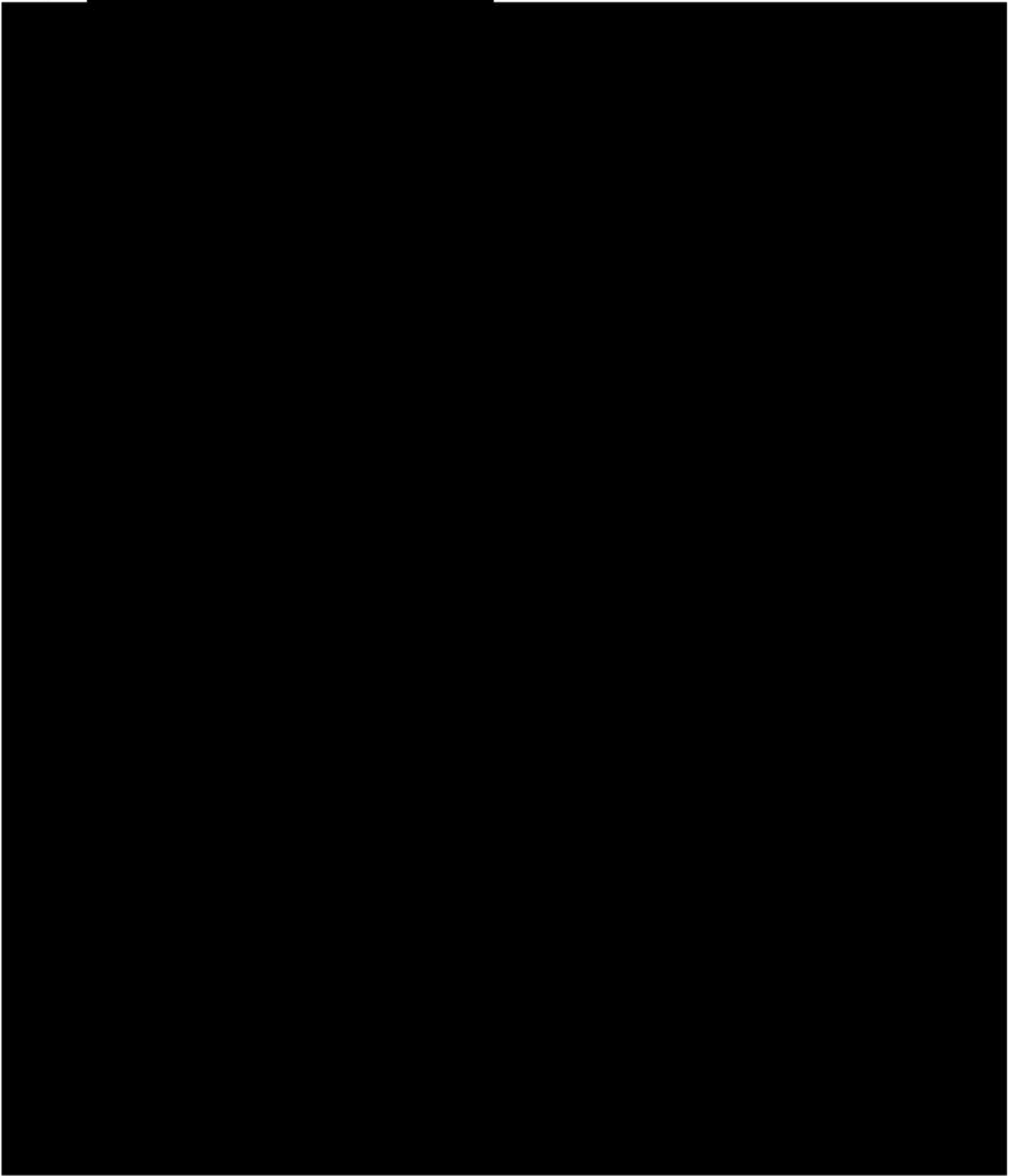
Suite 300, Evergreen Brick Works, 550 Bayview Avenue, Toronto, Ontario, M4W 3X8

*"Make no little plans; they have no magic to stir men's blood and probably themselves will not be realized" Daniel Burnham*

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Subject:** [REDACTED]  
**Date:** September 13, 2018 12:20:38 PM

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**From:** McLaughlin, Sharon (Ext.)  
**Sent:** July 17, 2018 6:53 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC) ; Sookhdeo, Zahira (Ext.) ; McLaughlin, Sharon (Ext.)  
**Subject:** [REDACTED]



**Page(s) 457 to 462  
are withheld  
pursuant to paragraph  
23  
of the *Access to Information Act***

**\*\*\*\***

**La/les page(s) 457 à 462  
Font l'objet d'une exception totale  
conformément aux dispositions de paragraphe  
23  
de la *loi sur l'accès à l'information***



Best regards,  
Sharon

**Sharon McLaughlin**

Legal Counsel, Transport and Infrastructure Legal Services  
Department of Justice / Government of Canada  
[sharon.mclaughlin@tc.gc.ca](mailto:sharon.mclaughlin@tc.gc.ca) / Tel: 613-949-5554 / TTY: 1- 613-992-4556

Conseiller / Conseillère juridique, Services juridiques de Transports et Infrastructure  
Ministère de la Justice / Gouvernement du Canada  
[sharon.mclaughlin@tc.gc.ca](mailto:sharon.mclaughlin@tc.gc.ca) / Tél. : 613-949-5554 / ATS : 1-613-992-4556

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PROTECTED - SOLICITOR-CLIENT PRIVILEGE

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**From:** Tippins, Shawn (INFC) [<mailto:shawn.tippins@canada.ca>]

**Sent:** Friday, July 13, 2018 9:45 AM

**To:** McLaughlin, Sharon <[sharon.mclaughlin@tc.gc.ca](mailto:sharon.mclaughlin@tc.gc.ca)>

**Subject:** RE: Draft PDA and Summary document

**Importance:** High

The meeting is at 1pm at 427 Laurier Avenue West (The Enterprise building) It's on the 10<sup>th</sup> floor in Boardroom 10-042 (next to Glenn Campbell's office). If you can, please come 15 minutes early so you, Glenn and I can chat in advance of the call. Thx.

**From:** McLaughlin, Sharon (Ext.)

**Sent:** July 13, 2018 9:24 AM

**To:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Cc:** McLaughlin, Sharon (Ext.) <[sharon.mclaughlin@tc.gc.ca](mailto:sharon.mclaughlin@tc.gc.ca)>

**Subject:** RE: Draft PDA and Summary document

Hi Shaun,

Can you confirm the location of the meeting today at 1pm?

Thanks,

Sharon

**From:** Tippins, Shawn (INFC) [<mailto:shawn.tippins@canada.ca>]

**Sent:** Tuesday, July 10, 2018 8:43 AM

**To:** McLaughlin, Sharon <[sharon.mclaughlin@tc.gc.ca](mailto:sharon.mclaughlin@tc.gc.ca)>

**Subject:** Draft PDA and Summary document

**Importance:** High

Hi Sharon:

Waterfront Toronto shared the draft PDA and an associated summary document with us at COB yesterday. They have asked that it only be distributed in Hardcopy. Can I bring you a copy this morning?

**Shawn Tippins**

Senior Analyst,  
Investment, Partnerships and Innovation Branch  
Infrastructure Canada / Government of Canada  
[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca) / Tel: 613-854-7639

Analyste principal,  
Direction générale des investissements, des partenariats et de l'innovation  
Infrastructure Canada / Gouvernement du Canada  
[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca) / Tél. : 613-854-7639

**From:** Campbell, Glenn (INFC)  
**To:** Campbell, Glenn (INFC)  
**Subject:** Fw: You're invited to the Waterfront Innovation Centre Ground Breaking  
**Date:** September 12, 2018 4:02:58 PM

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Glenn Campbell  
[REDACTED]

613 941-0722 (w)

**From:** [REDACTED]  
**Sent:** Wednesday, September 12, 2018 2:49 PM  
**Subject:** You're invited to the Waterfront Innovation Centre Ground Breaking

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**From:** Faraday-Smith, Nancy (INFC)  
**To:** Campbell, Glenn (INFC)  
**Cc:** Mitchell2, Lisa (INFC); Zewede, Heywet (INFC)  
**Subject:** FW: FOR INPUT: additional info for DM Task Force on Public Service Innovation  
**Date:** September 10, 2018 6:04:22 PM

---

Glenn,

Earlier this afternoon you were included on an email request from Lucas Dixon (DMO), who was sending an urgent call-out for input to a DM note he had crafted and for which the DM came back with comments and questions (see furthest down chain below). One of those questions related to the WT file and linkages to ISED's data strategy for government. Given the turnaround time (a few hours), I approved and had Shawn send directly back the input that follows immediately below. It was incorporated by Lucas into the revised DM note.

Please let me know if any concerns.

Nancy

---

**From:** Tippins, Shawn (INFC)  
**Sent:** September 10, 2018 4:45 PM  
**To:** Dixon, Lucas (INFC) <[lucas.dixon@canada.ca](mailto:lucas.dixon@canada.ca)>  
**Cc:** Faraday-Smith, Nancy (INFC) <[nancy.faraday-smith@canada.ca](mailto:nancy.faraday-smith@canada.ca)>; Zewede, Heywet (INFC) <[heywet.zewede@canada.ca](mailto:heywet.zewede@canada.ca)>  
**Subject:** RE: FOR INPUT: additional info for DM Task Force on Public Service Innovation  
**Importance:** High

Lucas – For incorporation in the note – see below IPI branch input on Waterfront.

### **Federal Data Strategy – Linkages to Waterfront Toronto/Sidewalk Labs “Quayside” initiative**

- Although primarily focused on government's own management and use of data, some linkages could be drawn between ISED's Data Strategy and Waterfront Toronto/Sidewalk Labs technology plan to be tested in the 12-acre Quayside district located next to the eastern waterfront. The plan would see the creation of a “smart city” that would include mixed residential, commercial, and retail development and encompass innovative building techniques and use of advanced digital technologies to enhance connectivity (e.g., computer sensors to analyze anything from vehicle and pedestrian flow to weather). The collection and use of public data, including for commercial purposes, has critics raising concerns about, e.g., surveillance, data governance and ownership and privacy protections.
- Waterfront has begun to address privacy and data governance by creating a responsible data use framework that sets a global standard by establishing

consistent, scalable, state-of-the-art policies and processes around privacy, data governance, access to data, data ownership and stewardship, information and data security that are consistent with local values and priorities. To further inform its Quayside development plan, Waterfront has also established a Digital Strategy Advisory Panel (DSAP) of experts to advise on these areas by the end of 2018. The aim is to ensure digital innovations and solutions introduced in Quayside protect personal privacy and civil liberties while providing shared benefits, including as an economic catalyst for open innovation. (goes to Recommendation 15).

- In many respects, the work of DSAP and how their advice is incorporated into the development plan for Quayside, including as it evolves through to implementation, could help inform how the Government itself lays the foundation for its own data leadership. Conversely, Government efforts could set a standard for external initiatives to follow. For ISED and Waterfront, both are seeking to balance questions around data as a public good and an asset that can help drive innovation and competitiveness
- For example, one of the plan objectives for Quayside is to demonstrate how the thoughtful infusion of technology into best-in-class urban design can create communities that are better able to serve the needs of citizens. This includes creating a digital platform for Quayside that will approach digital infrastructure in a holistic way and design it into the physical environment from the start, ensure adaptability over time, and enable urban data to be unified in a single place and make it open for anyone to use — including researchers, startups, government agencies, civic organizations, and residents — while setting a new standard for responsible data use that protects privacy. Quayside's digital platform could be a model for developing an approach to increase access to public and private sector data to drive insights for enhanced global competitiveness and social impact (goes to Recommendation 21).

**Points to Register:**

---

**From:** Dixon, Lucas (INFC)

**Sent:** September 10, 2018 10:09 AM

**To:** Williams, Tushara (INFC) <[tushara.williams@canada.ca](mailto:tushara.williams@canada.ca)>; Tremblay, Jenny (INFC) <[jenny.tremblay@canada.ca](mailto:jenny.tremblay@canada.ca)>; Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>; Zewede, Heywet (INFC) <[heywet.zewede@canada.ca](mailto:heywet.zewede@canada.ca)>

**Cc:** INFC.O PR.ADMO.Users / Utilisateurs.PR.BSMA O.INFC <[infrc.pr.admo.users-utilisateurs.pr.bsma.infrc@canada.ca](mailto:infrc.pr.admo.users-utilisateurs.pr.bsma.infrc@canada.ca)>; FitzGerald, Gabrielle (INFC) <[gabrielle.fitzgerald@canada.ca](mailto:gabrielle.fitzgerald@canada.ca)>; Eyre, Jennifer (INFC) <[jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca)>; Geerts, Line (INFC) <[line.geerts@canada.ca](mailto:line.geerts@canada.ca)>

**Subject:** FOR INPUT: additional info for DM Task Force on Public Service Innovation

Morning folks,

Many thanks to the Policy team for its help on Thursday and Friday putting together some material for the Deputy's weekend reading in advance of tomorrow's DM Task Force on Public Sector Innovation meeting on the GoC's data strategy. The Deputy reviewed the material over the weekend, and would like a revised note for the end of the day [REDACTED]

[REDACTED] Line will likely also schedule a pre-brief for tomorrow to discuss further with Policy, SCC and the TW teams (copying all here).

I was pen on the note, so I can continue to marshal input, but the questions are substantive and require input from the relevant teams. Would the Policy and IPI-TW teams please review the note (all materials [available here](#), including the meeting agenda and actual data strategy) and provide additional input (briefing text and points to register or recommendations) either in the note or by e-mail to include by about 3pm today please? My apologies for the short turnaround.

Many thanks and happy to discuss further as needed.

Lucas

Lucas Dixon

ATIA - 16(2)

Policy Advisor, Office of the Deputy Minister  
Infrastructure Canada / Government of Canada  
[lucas.dixon@canada.ca](mailto:lucas.dixon@canada.ca) / Tel: 613-946-3928 / BB: [REDACTED]

Conseiller en politique, Bureau du sous-ministre  
Infrastructure Canada / Gouvernement du Canada  
[lucas.dixon@canada.ca](mailto:lucas.dixon@canada.ca) / Tél: 613-946-3928 / BB: [REDACTED]

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Tippins, Shawn \(INFC\)](#)  
**Cc:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Subject:** RE: Toronto Waterfront  
**Date:** September 6, 2018 2:16:00 PM

---

No I didn't as yet please advise on path forward

---

**From:** Tippins, Shawn (INFC)  
**Sent:** September 6, 2018 1:25 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Faraday-Smith, Nancy (INFC)  
**Subject:** Fw: Toronto Waterfront

Hey Glenn - Catching up on emails and just wondering if by any chance you might have responded to the message below from Stats Can, as I didn't see any reply.

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Michaud, Sylvie (STATCAN) <[sylvie.michaud@canada.ca](mailto:sylvie.michaud@canada.ca)>  
**Sent:** Tuesday, August 28, 2018 5:02 PM  
**To:** Campbell, Glenn (INFC); Tippins, Shawn (INFC)  
**Subject:** Toronto Waterfront

Good afternoon,

I hope you had a good summer !

I am following up on the meeting we had in June regarding the Toronto Waterfront project. A second meeting was organised last week, and like for the first one, we (one of my colleague) attended as part of the public consultation. A member of the CRDCN (the Canadian Research Data Centres Network) contacted me because they have agreed to be part of the design team, particularly if we have a formal role in the data stewardship ( I have a call with them on Thursday to ensure I have the correct understanding and to examine options).

At our discussion in June, you had suggested there might be a DM committee that might be created to discuss this initiative and that our Chief Statistician would be invited. This was going to be a way for STC to provide feed-back or advice on the data stewardship front and raise items to consider, without being formally on the board. Do I have the right recollection ? If so, has there been any progress on this front ?

Looking forward to hear from you.

Best wishes

Sylvie Michaud

Statisticienne en chef adjointe, Secteur des études analytiques, de la méthodologie et de l'infrastructure statistique

Statistique Canada/ Gouvernement du Canada

[sylvie.michaud@canada.ca](mailto:sylvie.michaud@canada.ca) / Tél. : 613-951-9482

Assistant Chief Statistician, Analytical studies, Methodology and Statistical Infrastructure Field

Statistics Canada / Government of Canada

[sylvie.michaud@canada.ca](mailto:sylvie.michaud@canada.ca) / Tel : 613-951-9482



**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Cc:** [Mitchell2, Lisa \(INFC\)](#)  
**Subject:** FW: connecting  
**Date:** September 6, 2018 2:14:00 PM

---

**From:** Peets, Gerard (INFC)  
**Sent:** September 6, 2018 1:52 PM  
**To:** Campbell, Glenn (INFC) ; Tremblay, Jenny (INFC)  
**Subject:** Fw: connecting

Glenn, Jenny,

I mentioned the Challenge and Sidewalk as crosswalks to a more general discussion of privacy today at an ISED meeting on digital.

[REDACTED]

Glenn, let me know if you want to join me in tracking this. Alternatively, I can cover and draw links as needed.

Jenny, let's put a package together on Smart Cities and privacy to send over.

Gerard

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Khanna, Mala <[Mala.Khanna@justice.gc.ca](mailto:Mala.Khanna@justice.gc.ca)>  
**Sent:** Thursday, September 6, 2018 12:58 PM  
**To:** Peets, Gerard (INFC)  
**Cc:** Geh, Sarah; Bastien, Melanie; Donnelly, Monica  
**Subject:** connecting

Hi Gerard

As we discussed this morning, we would be very interested to learn more about how you and your team are managing the complex privacy issues that arise in your files (eg. Smart Cities and Sidewalk Toronto)

[REDACTED]

[REDACTED]

Thanks!

Mala

**From:** Campbell, Glenn (INFC)  
**To:** Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)  
**Subject:** Re: Will Fleissig rejoins Waterfront Toronto as management consultant - The Logic  
**Date:** September 5, 2018 10:15:29 PM

---

[REDACTED]

Glenn Campbell  
[REDACTED]

613 941-0722 (w)

Original Message

From: Faraday-Smith, Nancy (INFC)  
Sent: Wednesday, September 5, 2018 10:14 PM  
To: Campbell, Glenn (INFC); Tippins, Shawn (INFC)  
Subject: Re: Will Fleissig rejoins Waterfront Toronto as management consultant - The Logic

[REDACTED]

Sent from my BlackBerry 10 smartphone on the Rogers network.

Original Message

From: Campbell, Glenn (INFC)  
Sent: Wednesday, September 5, 2018 9:06 PM  
To: Tippins, Shawn (INFC); Faraday-Smith, Nancy (INFC)  
Subject: Re: Will Fleissig rejoins Waterfront Toronto as management consultant - The Logic

Says 299.99 to join

Did you read article?

Glenn Campbell  
[REDACTED]

613 941-0722 (w)

Original Message

From: Tippins, Shawn (INFC)  
Sent: Wednesday, September 5, 2018 9:02 PM  
To: Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC)  
Subject: Will Fleissig rejoins Waterfront Toronto as management consultant - The Logic

Here's the link to the article. You need to subscribe o get access. It's free to subscribe

<https://thelogic.co/news/will-fleissig-rejoins-waterfront-toronto-as-management-consultant/>

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Subject:** waterfront FW: Quayside Executive Steering Committee March 26, 2018  
**Date:** August 28, 2018 11:36:00 AM  
**Attachments:** [image001.png](#)

**From:** Campbell, Glenn (INFC)  
**Sent:** March 28, 2018 6:17 PM  
**To:** Grover, Shawn (INFC)  
**Subject:** FW: Quayside Executive Steering Committee March 26, 2018

**From:** Edward Chalupka [REDACTED] [\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)  
**Sent:** March 21, 2018 4:18 PM  
**To:** William Fleissig <[WFleissig@waterfronttoronto.ca](mailto:WFleissig@waterfronttoronto.ca)>; [REDACTED]  
George Zegarac ([george.zegarac@ontario.ca](mailto:george.zegarac@ontario.ca)) <[george.zegarac@ontario.ca](mailto:george.zegarac@ontario.ca)>; Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>; John Livey <[jlivey@toronto.ca](mailto:jlivey@toronto.ca)>  
**Cc:** Meg Davis <[MDavis@waterfronttoronto.ca](mailto:MDavis@waterfronttoronto.ca)>; Kristina Verner <[KVerner@waterfronttoronto.ca](mailto:KVerner@waterfronttoronto.ca)>; Marisa Piattelli <[MPiattelli@waterfronttoronto.ca](mailto:MPiattelli@waterfronttoronto.ca)>; Erik Cunningham <[ECunnington@waterfronttoronto.ca](mailto:ECunnington@waterfronttoronto.ca)>; Michael Bernstein [REDACTED] [\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)>; David Stonehouse <[David.Stonehouse@toronto.ca](mailto:David.Stonehouse@toronto.ca)>; Ron Ahluwalia ([ron.ahluwalia@ontario.ca](mailto:ron.ahluwalia@ontario.ca)) <[ron.ahluwalia@ontario.ca](mailto:ron.ahluwalia@ontario.ca)>; Singbush, Bruce (MOI) <[Bruce.Singbush@ontario.ca](mailto:Bruce.Singbush@ontario.ca)>; Carol Mercer <[carol.mercer@ontario.ca](mailto:carol.mercer@ontario.ca)>; Siri Agrell [REDACTED] [\[REDACTED\]@toronto.ca](mailto:[REDACTED]@toronto.ca)>; Burton, Mike (INFC) <[mike.burton@canada.ca](mailto:mike.burton@canada.ca)>; Nassif, Marie-Pier (INFC) <[marie-pier.nassif@canada.ca](mailto:marie-pier.nassif@canada.ca)>  
**Subject:** Quayside Executive Steering Committee March 26, 2018

Hello all,

Please find attached materials for the upcoming Quayside Executive Steering Committee scheduled for Monday March 26<sup>th</sup> from 3-4:30 at Waterfront Toronto's offices.

Please find attached the following materials:

1. Agenda
2. QESC Governance
- i. Approval of Terms of Reference
- ii. Committee Membership
- iii. Org Chart
3. Memo – Quayside Project Governance
4. Quayside Planned Development Agreement Update Memo
  - a. Appendix A – PDA Approval Timeline
5. Update Presentation - Master Innovation and Development Plan (MIDIP) Scope
6. Public Engagement Update

Thanks

Ed

edward.chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED] [\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca) | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto

**From:** Campbell, Glenn (INFC)  
**To:** Campbell, Glenn (INFC)  
**Subject:** FW: data - a national urban data strategy  
**Date:** August 24, 2018 5:17:00 PM

**From:** Geerts, Line (INFC)  
**Sent:** February 2, 2018 9:52 AM  
**To:** Marcotte, Jolyanne (INFC)  
**Subject:** FW: data - a national urban data strategy

**From:** Geoff Cape  
**Sent:** January 18, 2018 6:20:35 PM (UTC-05:00) Eastern Time (US & Canada)  
**To:** Gillis, Kelly (INFC); [REDACTED]  
**Cc:** Martin Canning; Michelle German; Peets, Gerard (INFC); Murchison2, David (INFC)  
**Subject:** data - a national urban data strategy

Kelly and [REDACTED], a quick note to follow up on the meeting last week in Toronto. The issues are complex and somewhat overlapping - but they are central to the future infrastructure of Canada, our economic development and our sovereignty. On a related note, Macron (France) stated the need for a national data strategy when visiting China last week <https://www.ft.com/content/e451e1d4-f5de-11e7-88f7-5465a6ce1a00>.

The challenge has several arms and legs but I think it can be considered within a matrix format and we are testing the model now with others.

1. The vertical themes (1. health, 2. cities, 3. primary industries, 4 security – with possible others),
2. The cross-cut themes (1. Open data, open architecture, privacy, ownership – with possible others).

This matrix or “map” can then be used to structure research, policy activities and funding programs. Next steps at our end include:

- White paper contributing to the framing of a need for a national urban data policy to address open data, open architecture, privacy and data ownership. We are convening a group of experts to develop this – End of March 2017
- Work with Waterfront Toronto and Sidewalk labs to make the most of their experiment wrt policy. We are putting a small team together to help guide and test.
- SSHRC proposal to map the subjects and issues, best practice globally etc – March 15<sup>th</sup> 2017
- Urban Data Lab – a program funded with some support from McConnell to pool 20-30 experts to contribute to shaping policy recommendations and ideas such as a “national data bank”, etc – March 2017

Given the advancing Smart City Challenge this spring, we need to give signals to cities regarding the importance of this subject, and need for prudence. Ideally we can offer some specific short term recommendations.

Your guidance on how to work with INFC will be helpful. If you have time I hope we can arrange a phone conversation before the end of the month.

Until then, all the best.

g

**Geoff Cape | CEO | Evergreen | 416-596-1495** [REDACTED]

Suite 300, Evergreen Brick Works, 550 Bayview Avenue, Toronto, Ontario, M4W 3X8

*"Make no little plans; they have no magic to stir men's blood and probably themselves will not be realized"* Daniel Burnham

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Faraday-Smith, Nancy \(INFC\)](#)  
**Cc:** [Tippins, Shawn \(INFC\)](#); [Ladouceur3, Natalie \(INFC\)](#)  
**Subject:** Re: Digital/Data Roundtables  
**Date:** August 24, 2018 2:12:47 PM

---

Ok

Glenn Campbell

613 941-0722 (w)

---

**From:** Faraday-Smith, Nancy (INFC)  
**Sent:** Friday, August 24, 2018 11:21 AM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC); Ladouceur3, Natalie (INFC)  
**Subject:** FW: Digital/Data Roundtables

---

Hi Glenn,

As mentioned at our briefing with Kelly yesterday, ISED will be hosting a its "Trust and Privacy" focused Digital/Data Roundtable consultation in Toronto on September 17<sup>th</sup> (not next week as originally thought). If you agree, suggest that I or Shawn attend.

Nancy

---

**From:** Tippins, Shawn (INFC)  
**Sent:** August 13, 2018 3:50 PM  
**To:** Faraday-Smith, Nancy (INFC) ; Campbell, Glenn (INFC)  
**Subject:** FW: Digital/Data Roundtables

From our friends at ISED. There are Tie-ins here with Smart Cities Challenge and Waterfront Toronto/Sidewalk Labs Quayside project.

---

**From:** Peets, Gerard (INFC)  
**Sent:** August 13, 2018 3:46 PM  
**To:** Tremblay, Jenny (INFC) <[jenny.tremblay@canada.ca](mailto:jenny.tremblay@canada.ca)>; Keenan, Sean (INFC) <[sean.keenan@canada.ca](mailto:sean.keenan@canada.ca)>; Williams, Tushara (INFC) <[tushara.williams@canada.ca](mailto:tushara.williams@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>  
**Subject:** Fw: Digital/Data Roundtables

Of possible interest.

Gerard

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Setlakwe, Lisa (IC)  
Monday, August 13, 2018 3:15 PM  
**To:** Botham, Richard (FIN); 'Alain.Beaudoin@pco-bcp.gc.ca'; 'isabelle.mondou@pco-bcp.gc.ca'; Benay, Alex (Ext.); Loranger, André (STATCAN); 'Elissa.Golberg@international.gc.ca'; 'catherine.adam@hrsdc-rhdcc.gc.ca'; 'lawrence.hanson@tc.gc.ca'; Peets, Gerard (INFC); Hoffman, Abby (HC/SC); Métivier, Louise (NRCAN/RNCAN); Khosla, Jay (NRCAN/RNCAN); Rosser2, Tom (AAFC/AAC); Aitken, Jenifer (PCH); 'Chantal.quinn@cra-arc.gc.ca'; Hoffman, Abby (HC/SC); 'Dominic.Rochon@CSE-CST.GC.CA'; Beauregard, Monik (PS/SP); Geller, Hilary (EC); 'neil.bouwer@tbs-sct.gc.ca'; Lynch, Erin (IC); 'Paul.MacKinnon@cic.gc.ca'; Schaan, Mark (IC); Senack, Joy (IC); 'Laurie.Wright@justice.gc.ca'; Collins, Sean (FIN); Reade, Greg (FIN); Henriquez, Estela (STATCAN); Merchant, Colleen (PS/SP); Williams, Tushara (INFC); Walsh, John (EC); Oleson, Laura (NRCAN/RNCAN); FitzGerald, Gabrielle

(INFC); Weston, Susan (INFC); Ryan, Annette (FIN); Hemmings, Lynn (FIN); Dancey, Evelyn (FIN); 'Schroer, Darrell H.'; 'Kiziltan.Umit'; Stephen, Ruth (NRCAN/RNCAN); Leung2, Derek (IC); Tremblay, Jenny (INFC); Aizlewood, Amanda (INFC); Smiley, Helen (INFC); 'Ralph.Jansen@international.gc.ca'; Tebrake, James (STATCAN); 'Kaveh Afshar'; 'Wiebe, Sara'; Brazeau, Julien (FIN); Des Rosiers, Frank (NRCAN/RNCAN); Kirkwood, Donna (NRCAN/RNCAN); Crosby, Cheri (NRCAN/RNCAN); Rocheleau, Sylvie (NRCAN/RNCAN); Ouellet, Michel (INFC); Dobson, Suzanne (NRCAN/RNCAN); Groulx, Pascale (NRCAN/RNCAN); Sampson, David (EC)

**Cc:** Stan, Mandy (IC); Leung2, Derek (IC)

**Subject:** Digital/Data Roundtables

Good afternoon,

For your information, please find attached our current schedule of roundtables for our digital/data consultations (of note, this is a moving target but gives a good sense of where they will land).

If you or one of your staff is interested in attending a specific session, please let **Mandy Stan** (**[Mandy.Stan@canada.ca](mailto:Mandy.Stan@canada.ca)**) know and we will try to accommodate (trying to ensure we don't have too many federal reps as observers at each session).

Given that these dates will shift, we kindly ask that this not be shared outside of the federal government.

Cheers,

Lisa Setlakwe

Senior Assistant Deputy Minister, Strategy and Innovation Policy Sector

Innovation, Science and Economic Development Canada / Government of Canada

[lisa.setlakwe@canada.ca](mailto:lisa.setlakwe@canada.ca) / Tel: 343-291-2294 / TTY: 1-866-694-8389

Sous-ministre adjointe principale, Secteur des stratégies et politiques d'innovation

Innovation, Sciences et Développement économique Canada / Gouvernement du Canada

[lisa.setlakwe@canada.ca](mailto:lisa.setlakwe@canada.ca) / Tél: 343-291-2294 / ATS: 1-866-694-8389

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Tippins, Shawn \(INFC\)](#); [Mitchell2, Lisa \(INFC\)](#)  
**Subject:** Re: Waterfront Toronto - upcoming events  
**Date:** August 8, 2018 11:58:02 AM

Perhaps you and Nancy should attend to observe

Glenn Campbell

613 941-0722 (w)

**From:** Tippins, Shawn (INFC)  
**Sent:** Wednesday, August 8, 2018 11:42 AM  
**To:** Campbell, Glenn (INFC); Mitchell2, Lisa (INFC)  
**Subject:** Waterfront Toronto - upcoming events

Hi - there's a few Waterfront Toronto events coming up next week - the Digital Strategy Advisory Panel (DSAP) is meeting from 1-4pm on August 16<sup>th</sup>. Glenn - you and I had attended the DSAP's initial meeting back in early June. Is this something INFC wants to continue to observe at? And if so, should it be in person? It may be possible to plug-in via technology

I haven't seen an agenda yet for this meeting and no one from WT has reached-out about it.

As with the last DSAP, I expect that it will be open to the media, and it may have heightened profile given the PDA announcement was in the news last week.

Also, now that the PDA has been released, WT is moving forward with a series of public roundtables on the various "pillar" subject matter areas that will inform substantive components of the MIDP.

The first of these are going to be held on August 14<sup>th</sup> and 15<sup>th</sup>, and will deal with the following 3 pillars: Mobility, Public Realm, and Buildings (Tall Timber). See below more details on what these subject areas entail.

Future discussions on sustainability, digital platform, and data governance and privacy will likely be of greater interest. Also, from the attached news article below, it seems that WT is has had some issues w.r.t. trying to accommodate everyone that wants to participate in these roundtables...

### 1. Mobility

Deliver a safer mobility system that is truly competitive with the private automobile through approaches such as prioritizing pedestrian, cycling, and transit infrastructure; designing people-first streets that prioritize pedestrian safety and accessibility; encouraging shared new mobility options such as self-driving electric vehicles that reduce the need for car-ownership and street space devoted to parking and cars; and using real-time detection to optimize street space, dynamically allocate the roadway network and improve safety.

### 2. Public Realm

Deliver an enhanced public realm that is more usable, gets people outdoors more of the time, and is personalizable for a diverse community, by enabling the community to program the public realm in a way that responds to its needs; creating adaptable streets that can be quickly turned into comfortable pedestrian space; expanding the public realm into non-traditional spaces; creating an outdoor comfort system that mitigates the impact of wind, snow, and sun; and enabling real time management, maintenance and adaptation.



### **3. Buildings**

Create new types of flexible and adaptable buildings that reduce costs and increase efficiency, sustainability, adaptability and affordability while still emphasizing architectural and design excellence.

#### Sidewalk Shows Cracks

Waterfront Toronto says it's fixing a situation that led to dozens of people being turned away from upcoming public meetings on the contentious Sidewalk Toronto project. For more than a week, residents who wanted to register for the consultations on Aug. 14 and 15 received a message saying that the...

Calgary Herald , B4 - 2018-08-08

#### **Shawn Tippins**

Senior Analyst,  
Investment, Partnerships and Innovation Branch  
Infrastructure Canada / Government of Canada  
shawn.tippins@canada.ca / Tel: 613-854-7639

Analyste principal,  
Direction générale des investissements, des partenariats et de l'innovation  
Infrastructure Canada / Gouvernement du Canada  
shawn.tippins@canada.ca / Tél. : 613-854-7639

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Tippins, Shawn \(INFC\)](#)  
**Subject:** Fw: Welcome to BoardEffect - Toronto Waterfront Revitalization Corporation  
**Date:** July 25, 2018 9:30:25 PM

---

Did u get access?

Glenn Campbell  
[REDACTED]

613 941-0722 (w)

---

**From:** BoardEffect  
**Sent:** Wednesday, July 25, 2018 4:23 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** Welcome to BoardEffect - Toronto Waterfront Revitalization Corporation

---

## Toronto Waterfront Revitalization Corporation

Your BoardEffect account has been created.

Login: [REDACTED]  
Password: [REDACTED]

Log in to your BoardEffect by clicking <https://waterfronttoronto.boardeffect.com>




**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Subject:** Fw: Quayside Q & A's (and Roundtable Summary #2)  
**Date:** July 16, 2018 10:03:33 PM  
**Attachments:** [image001.png](#)

---

Glenn Campbell  
  
 613 941-0722 (w)

---

**From:** Edward Chalupka  
**Sent:** Monday, July 16, 2018 5:18 PM  
**To:** Carol Mercer; Kekanovich, Lynn (MOI); Tippins, Shawn (INFC); Campbell, Glenn (INFC); Morin, Kathy (INFC); David Stonehouse; Jayne Naiman; @toronto.ca; Singbush, Bruce (MOI)  
**Subject:** RE: Quayside Q & A's (and Roundtable Summary #2)

---

Further to my previous email I thought I would take the opportunity to also provide the Summary Feedback Report from the second roundtable held May 3<sup>rd</sup> - attached. The report was recently published on the SWT website on July 9<sup>th</sup>.

I have included a link to the [presentation materials](#) from May 3<sup>rd</sup> as well as the [recorded presentation](#).

Below is high-level summary of the feedback report.

#### **SUMMARY:**

The presentation and roundtable discussions focused on three areas: the draft Responsible Data Use Framework, mobility, and housing affordability. Following below are the questions that were posed to participants and a high-level summary of the feedback.

#### **Responsible Data Use:**

##### Questions posed:

- Are the principles appropriate for this project? Are there others that we should be considering?
- Are our commitments appropriate and sufficient?
- Does the decision-making framework enable us to strike a good balance between enabling innovation and safeguarding privacy?
- Which elements of the framework are most important to you?
- What outstanding concerns should we work to address?

Key themes: Residents felt that the Responsible Data Use Policy Framework addressed some of their concerns, but insisted that language around privacy and accountability be strengthened and prioritized. Many residents were adamant that data should be housed in Canada.

#### **Mobility:**

##### Questions posed:

- Do you own a car? If you do, how often do you use it, and why? If you don't own a car, are there times when you wish you did own one?
- Are there new services—such as car-sharing or ride-hail—that could lead you to decide to give up your car? What would they need to offer to make you comfortable doing that?
- In a neighbourhood like Quayside that is close to downtown, do you think it is feasible to

reduce parking so people who live and work there find it easier to walk, bike, or take transit than to drive? What are the benefits and the downsides of such a decision?

- Do you think self-driving technology will improve urban life or make it worse? How can we ensure that self-driving cars make the city better?

Key themes: Residents often felt that they were dependent on their cars for some of their daily activities that could not easily be accommodated by Toronto's transit system or that involved travel to areas that were poorly served by public transportation. Residents expressed interest in alternative planning and transportation technologies that could enable them to move beyond the model of individual car ownership. Residents also supported the creation of new technologies that could improve pedestrian safety, promote the use of autonomous vehicles, or introduce new forms of public transportation.

### **Housing Affordability:**

#### Questions Posed:

- Sidewalk Toronto believes that complete communities must be affordable to people with a range of incomes. How important is it to mix incomes at the building level? The neighbourhood level? Both?
- What factors would make renting an apartment appealing to you? What factors make owning a home or condo appealing? How would you weigh these factors in making a housing choice?
- How do you feel about living in a building that also contains a wide mix of uses, such as retail shops or office space?
- What shared amenities (in a building or on a block) would make you feel comfortable living in a smaller, lower-cost home? How can these homes still address the needs of growing families?

Key themes: Many residents were concerned that too much of the affordability discussion has been focused on housing affordability exclusively. Residents hoped that affordability would be expanded to include discussions around mobility, community services, and other project areas. Residents discussed flexible and innovative living arrangements and housing that could both improve affordability and strengthen communities.

Participants offered a series of additional considerations for our further thinking, such as:

- Some residents hoped that Sidewalk Toronto would widen its consultation process to ensure that it seeks out residents who are unaware of, or unable to participate in, the public roundtables.
- Some residents wanted the Sidewalk Toronto partnership to disclose the framework agreement.
- Residents hoped that this project could help develop a larger vision for Toronto's future.
- Residents were concerned that the reliance on technology would increase power consumption.

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [edward.chalupka@waterfronttoronto.ca](mailto:edward.chalupka@waterfronttoronto.ca) | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**From:** Edward Chalupka

**Sent:** Monday, July 16, 2018 4:29 PM

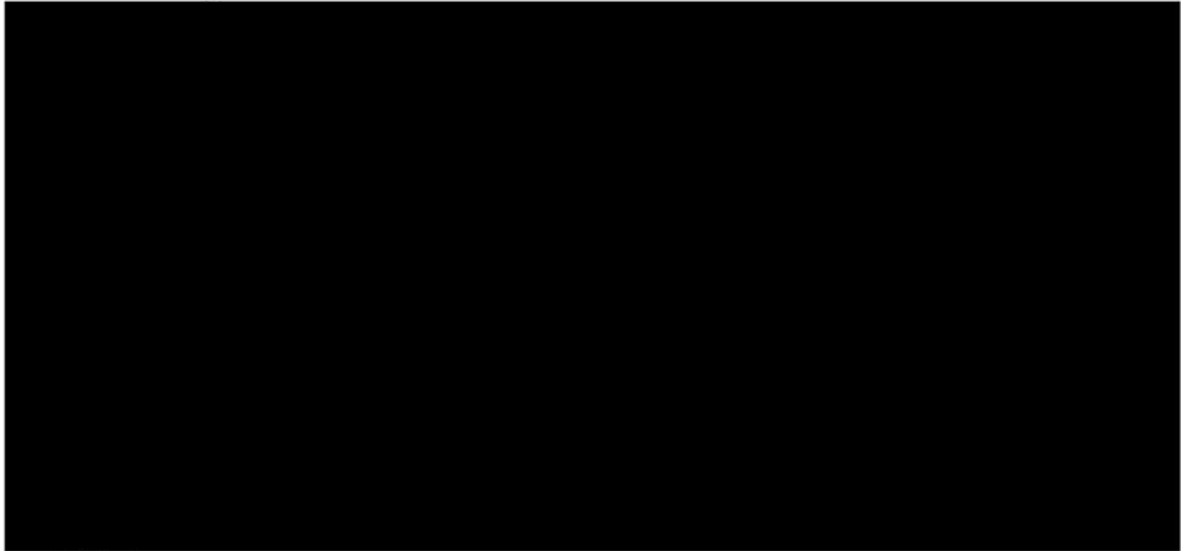
**To:** 'Mercer, Carol (MOI)' ; Kekanovich, Lynn (MOI) ; Tippins, Shawn (INFC) ; Campbell, Glenn (INFC) ; Kathy Morin (kathy.morin@canada.ca)

**Cc:** David Stonehouse ; Erik Cunningham ; Kristina Verner ; Meg Davis (MDavis@waterfronttoronto.ca)

**Subject:** Quayside Q & A's

Further to our briefing on Friday please find attached a copy of the PDA Q&A that we shared with the board recently and that might be of further use to all of you as you are reviewing the PDA.

In addition, I have provided some a high level summary of the comments made by City staff and CreateTO in briefings form last week.



Hope this helps.

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 |   
@waterfronttoronto.ca | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Potter, Kristin \(INFC\)](#)  
**Cc:** [Guy Landriault](#); [Mitchell2, Lisa \(INFC\)](#); [Wellman, Angela \(INFC\)](#)  
**Subject:** RE: Draft Work Description Stakeholder Consultations and Implementation  
**Date:** July 13, 2018 7:17:00 PM

---

Thanks for the follow up.

I will be working on this piece, and refocusing a bit broader to innovation theme, that captures the work of TWF as well as innovative, data and research. Perhaps horizontal policy coordination with OGDs and entities.

I have hired someone on an acting basis for 4 months that may help me think through the role a bit more.

Feel free to reach out to Lisa in my absence.

Glenn

-----Original Message-----

From: Potter, Kristin (INFC)  
 Sent: July 11, 2018 11:02 AM  
 To: Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>  
 Cc: [REDACTED]; Potter, Kristin (INFC) <[kristin.potter@canada.ca](mailto:kristin.potter@canada.ca)>  
 Subject: FW: Draft Work Description Stakeholder Consultations and Implementation

Good morning Glenn,

This is simply to follow up inquiring about the requirement for a proposed EX position responsible for the Toronto Waterfront Initiative. Can you please advise if this role is still required? If so, could [REDACTED] have a few moments of your time to go over the job description? Or perhaps this is something that Lisa Mitchell is responsible for.

Any additional information would be most helpful and appreciated.

Thank you,

Kristin Potter

Manager, Centre of Expertise, Classification Infrastructure Canada / Government of Canada  
[kristin.potter@canada.ca](mailto:kristin.potter@canada.ca) / Tel: 613-948-1576

Gestionnaire, Centre d'expertise en classification Infrastructure Canada / Gouvernement du Canada  
[kristin.potter@canada.ca](mailto:kristin.potter@canada.ca) / Tél: 613-948-1576

-----Original Message-----

From: [REDACTED]  
 Sent: July 11, 2018 7:27 AM  
 To: Potter, Kristin (INFC) <[kristin.potter@canada.ca](mailto:kristin.potter@canada.ca)>  
 Subject: Draft Work Description Stakeholder Consultations and Implementation

Kristin,

I am having trouble with Glenn Campbell's email address. Wonder if you could forward message below to him.  
 Many thanks. [REDACTED]

Bonjour Glenn

As requested in May by Gerard Peet I developed a Work Description for a proposed EX-01 position based on information provided. It was titled Director Stakeholder Consultations and Implementation. I never received any feedback on this draft.

For ease of reference a copy is attached and dated May 16.

I understand that such functions are now under your area of interest. Could you confirm if that is so.

I also understand that it might be of interest to Lisa Mitchell. I was wondering if you could share this work description with her as I do not have her email address.

Many thanks for your cooperation.

Could you please confirm receipt.



**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Subject:** RE: Quayside Board Meeting & Governance  
**Date:** July 5, 2018 1:23:00 PM

---

---

**From:** Tippins, Shawn (INFC)  
**Sent:** July 4, 2018 12:44 PM  
**To:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>  
**Cc:** Mitchell2, Lisa (INFC) <[lisa.mitchell2@canada.ca](mailto:lisa.mitchell2@canada.ca)>; Wellman, Angela (INFC) <[angela.wellman@canada.ca](mailto:angela.wellman@canada.ca)>  
**Subject:** FW: Quayside Board Meeting & Governance

Glenn –

There will be a Quayside-specific Board meeting on Monday morning July 9th from 8:30 to 12:30. It will be a closed session to discuss the PDA, including the Communications Strategy for its release. Assume I should sit in on this call if permitted?

Btw, I now have access to the Board-specific website “Board effects”, which provides access to docs such as those attached.

Log in to your BoardEffect by clicking <https://waterfrontoronto.boardeffect.com>

<< File: appendix a to meeting book - board of directors meeting (quayside specific) (1).pdf  
>> << File: meeting book - board of directors meeting (quayside specific) .pdf >>

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**From:** Morin, Kathy (INFC)  
**Sent:** July 4, 2018 7:49 AM  
**To:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>  
**Cc:** Nassif, Marie-Pier (INFC) <[marie-pier.nassif@canada.ca](mailto:marie-pier.nassif@canada.ca)>  
**Subject:** Quayside Board Meeting & Governance

Hi Shawn,

Not sure if you have received access to the board info yet but there is a Quayside specific board meeting on July 9<sup>th</sup> at 8:30 am. I assume you will attend that?

Also we need to plan for the meeting in Toronto on the 16<sup>th</sup>. I will arrange to be there at 9 am and leave on the 3pm flight I guess? WE should meet up before hand to discuss governance.



**From:** [Wallace, Peter](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Cc:** [Gillis, Kelly \(INFC\)](#)  
**Subject:** RE: Resignation of Will Fleissig, President & CEO of Waterfront Toronto  
**Date:** July 5, 2018 8:27:08 AM  
**Attachments:** [image001.png](#)

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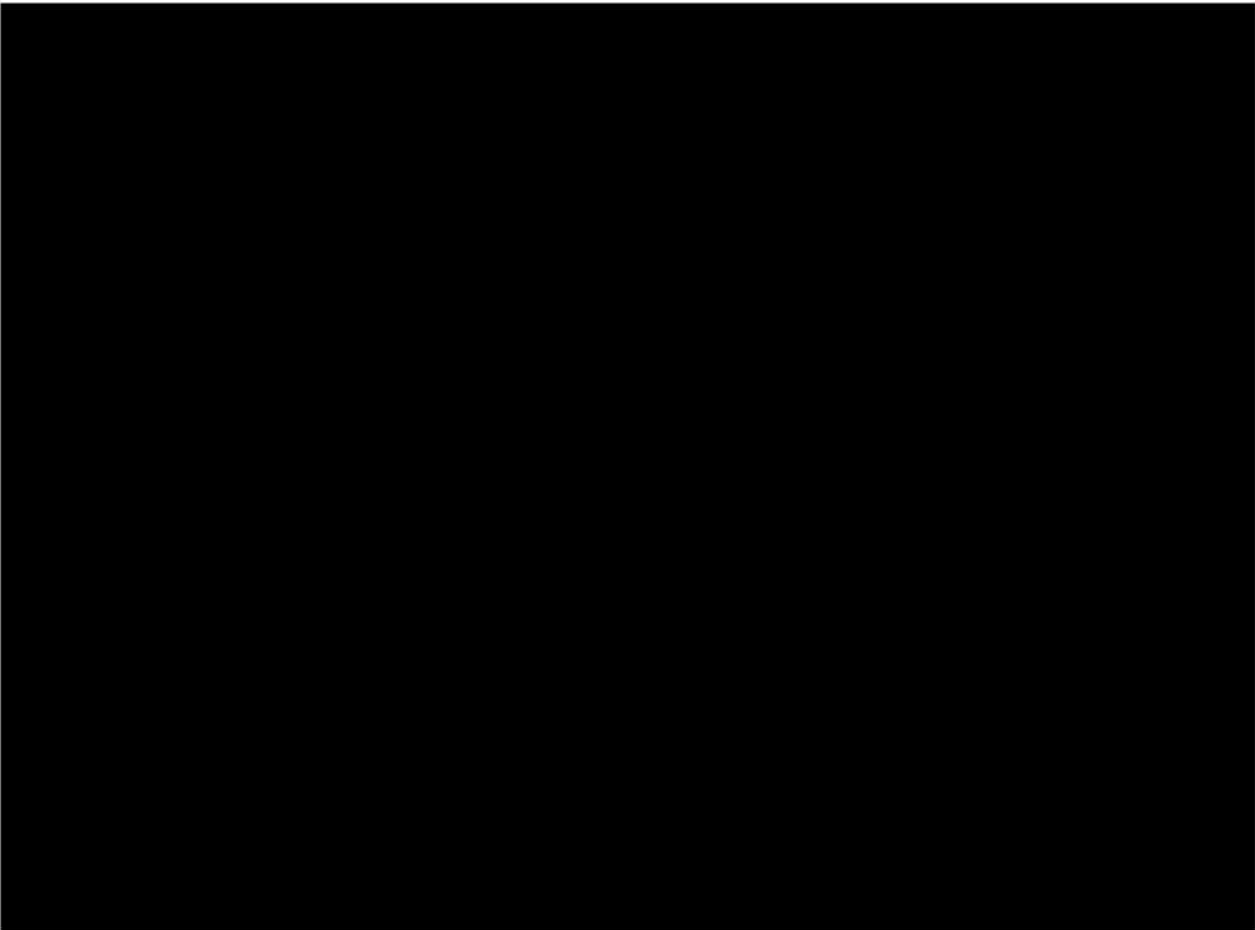
Thanks

---

**From:** Campbell, Glenn (INFC) [mailto:[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)]  
**Sent:** Thursday, July 5, 2018 8:21 AM  
**To:** Wallace, Peter  
**Cc:** Gillis, Kelly (INFC)  
**Subject:** Fw: Resignation of Will Fleissig, President & CEO of Waterfront Toronto  
**Importance:** High

Peter, on behalf of Kelly, thought you would be interested in this material from WF as well as our communication lines.

Media Lines: Waterfront Toronto CEO: Resignation



Glenn Campbell

Assistant Deputy Minister

Investment, Partnerships and Innovation

Infrastructure Canada

427 Laurier, 10th floor, Ottawa

613 941-0722

[Glenn.campbell@canada.ca](mailto:Glenn.campbell@canada.ca)

**From:** Cameron MacKay <[CMacKay@waterfronttoronto.ca](mailto:CMacKay@waterfronttoronto.ca)>

**Sent:** Wednesday, July 4, 2018 5:17 PM

**To:** O'Leary, Leslie (INFC); Burton, Mike (INFC); Campbell, Glenn (INFC); Fortin3, Marc (INFC); Gillis, Kelly (INFC); 'Scott.Thompson@ontario.ca'; Carol Mercer; 'Robert.Linden@ontario.ca'; 'David.Stonehouse@toronto.ca'; [REDACTED]@toronto.ca; [REDACTED]@toronto.ca; 'bruce.singbush@ontario.ca'

**Cc:** Marisa Piattelli; Edward Chalupka

**Subject:** Resignation of Will Fleissig, President & CEO of Waterfront Toronto

Hello,

Further to the discussion some of you had with Waterfront Toronto Board Chair Helen Burstyn earlier today, attached please find draft Qs and As that Waterfront Toronto is using as well as a media statement which will be issued before close of business regarding the resignation of Waterfront Toronto CEO Fleissig.

Included is suggested language that you may wish to consider should you want to respond to media directly. The Board Chair will be the designated spokesperson on this matter for Waterfront Toronto and please feel free to redirect media inquiries to us.

We would be grateful if you would distribute this your appropriate communications staff.

Best,

Cameron

cameron mackay | vice president, strategic communications and engagement | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | +1 (416) 640.8499 | [cmackay@waterfronttoronto.ca](mailto:cmackay@waterfronttoronto.ca) | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Mitchell2, Lisa \(INFC\)](#)  
**Subject:** Fw: For your approval - Waterfront Toronto - Media Lines  
**Date:** July 4, 2018 7:57:38 PM

---

Glenn Campbell  
[REDACTED]

613 941-0722 (w)

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**From:** Simpson, Brook (INFC)  
**Sent:** Wednesday, July 4, 2018 7:03 PM  
**To:** Marchildon, Caroline (INFC); Monfette, Kate (INFC)  
**Cc:** Burton, Mike (INFC); O'Leary, Leslie (INFC); INFC.F DM Office / Bureau du SM F.INFC; Eyre, Jennifer (INFC); Wronski, Michael (INFC); Hobbs, Joshua (INFC); Campbell, Glenn (INFC); Laroche, Yazmine (INFC)  
**Subject:** Re: For your approval - Waterfront Toronto - Media Lines

---

Thanks [REDACTED]  
[REDACTED]

Sent from my BlackBerry 10 smartphone on the Rogers network.

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**From:** Marchildon, Caroline (INFC)  
**Sent:** Wednesday, July 4, 2018 6:59 PM  
**To:** Simpson, Brook (INFC); Monfette, Kate (INFC)  
**Cc:** Burton, Mike (INFC); O'Leary, Leslie (INFC); INFC.F DM Office / Bureau du SM F.INFC; Eyre, Jennifer (INFC); Wronski, Michael (INFC); Hobbs, Joshua (INFC); Campbell, Glenn (INFC); Laroche, Yazmine (INFC)  
**Subject:** For your approval - Waterfront Toronto - Media Lines

---

Brook, as discussed earlier, please find below our proposed media lines. We are also monitoring coverage. Thank you.

Media Lines: Waterfront Toronto CEO: Resignation

[REDACTED]

**Page 490  
is withheld  
pursuant to paragraph  
21(1)(a) & 21(1)(b)  
of the *Access to Information Act***

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**La page 490  
Font l'objet d'une exception totale  
conformément aux dispositions de paragraphe  
21(1)(a) & 21(1)(b)  
de la *loi sur l'accès à l'information***

**From:** Marchildon, Caroline (INFC)  
**To:** Simpson, Brook (INFC); Monfette, Kate (INFC)  
**Cc:** Burton, Mike (INFC); O'Leary, Leslie (INFC); INFC.F DM Office / Bureau du SM F.INFC; Eyre, Jennifer (INFC); Wronski, Michael (INFC); Hobbs, Joshua (INFC); Campbell, Glenn (INFC); Laroche, Yazmine (INFC)  
**Subject:** Re: For your approval - Waterfront Toronto - Media Lines  
**Date:** July 4, 2018 7:06:02 PM

ATIA - 21(1)(b)

Noted. Thank you.

Sent from my BlackBerry 10 smartphone on the Bell network.

**From:** Simpson, Brook (INFC)  
**Sent:** Wednesday, July 4, 2018 7:03 PM  
**To:** Marchildon, Caroline (INFC); Monfette, Kate (INFC)  
**Cc:** Burton, Mike (INFC); O'Leary, Leslie (INFC); INFC.F DM Office / Bureau du SM F.INFC; Eyre, Jennifer (INFC); Wronski, Michael (INFC); Hobbs, Joshua (INFC); Campbell, Glenn (INFC); Laroche, Yazmine (INFC)  
**Subject:** Re: For your approval - Waterfront Toronto - Media Lines

Thanks

Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** Marchildon, Caroline (INFC)  
**Sent:** Wednesday, July 4, 2018 6:59 PM  
**To:** Simpson, Brook (INFC); Monfette, Kate (INFC)  
**Cc:** Burton, Mike (INFC); O'Leary, Leslie (INFC); INFC.F DM Office / Bureau du SM F.INFC; Eyre, Jennifer (INFC); Wronski, Michael (INFC); Hobbs, Joshua (INFC); Campbell, Glenn (INFC); Laroche, Yazmine (INFC)  
**Subject:** For your approval - Waterfront Toronto - Media Lines

Brook, as discussed earlier, please find below our proposed media lines. We are also monitoring coverage. Thank you.

Media Lines: Waterfront Toronto CEO: Resignation

**Page 492  
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of the *Access to Information Act***

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**La page 492  
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conformément aux dispositions de paragraphe  
21(1)(a) & 21(1)(b)  
de la *loi sur l'accès à l'information***

**From:** [Marchildon, Caroline \(INFC\)](#)  
**To:** [Laroche, Yazmine \(INFC\)](#); [Campbell, Glenn \(INFC\)](#)  
**Cc:** [Eyre, Jennifer \(INFC\)](#); [Hobbs, Joshua \(INFC\)](#); [Wronski, Michael \(INFC\)](#); [Tippins, Shawn \(INFC\)](#); [Gillis, Kelly \(INFC\)](#)  
**Subject:** Re: For your approval - Waterfront Toronto - Media Lines  
**Date:** July 4, 2018 6:55:20 PM

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Noted! Thank you. 

Sent from my BlackBerry 10 smartphone on the Bell network.

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**From:** Laroche, Yazmine (INFC)  
**Sent:** Wednesday, July 4, 2018 6:53 PM  
**To:** Campbell, Glenn (INFC); Marchildon, Caroline (INFC)  
**Cc:** Eyre, Jennifer (INFC); Hobbs, Joshua (INFC); Wronski, Michael (INFC); Tippins, Shawn (INFC); Gillis, Kelly (INFC)  
**Subject:** RE: For your approval - Waterfront Toronto - Media Lines

---

I agree with Glenn'S changes, merci

---

**From:** Campbell, Glenn (INFC)  
**Sent:** July 4, 2018 6:38 PM  
**To:** Marchildon, Caroline (INFC) ; Laroche, Yazmine (INFC)  
**Cc:** Eyre, Jennifer (INFC) ; Hobbs, Joshua (INFC) ; Wronski, Michael (INFC) ; Tippins, Shawn (INFC) ; Gillis, Kelly (INFC)  
**Subject:** RE: For your approval - Waterfront Toronto - Media Lines  
 Sorry made a tweak below

---

**From:** Marchildon, Caroline (INFC)  
**Sent:** July 4, 2018 6:27 PM  
**To:** Laroche, Yazmine (INFC) <[yazmine.laroche@canada.ca](mailto:yazmine.laroche@canada.ca)>  
**Cc:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>; Eyre, Jennifer (INFC) <[jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca)>; Hobbs, Joshua (INFC) <[joshua.hobbs@canada.ca](mailto:joshua.hobbs@canada.ca)>; Wronski, Michael (INFC) <[michael.wronski@canada.ca](mailto:michael.wronski@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>; Gillis, Kelly (INFC) <[kelly.gillis@canada.ca](mailto:kelly.gillis@canada.ca)>  
**Subject:** For your approval - Waterfront Toronto - Media Lines  
**Importance:** High  
 Hi Yazmine,  
 for your review/approval. Approved by Glen:  
 Media Lines: Waterfront Toronto CEO: Resignation

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**Page 494  
is withheld  
pursuant to paragraph  
21(1)(a) & 21(1)(b)  
of the *Access to Information Act***

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conformément aux dispositions de paragraphe  
21(1)(a) & 21(1)(b)  
de la *loi sur l'accès à l'information***



**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Mitchell2, Lisa \(INFC\)](#)  
**Subject:** FW: For your approval - Waterfront Toronto - Media Lines  
**Date:** July 4, 2018 6:54:00 PM

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**From:** Laroche, Yazmine (INFC)  
**Sent:** July 4, 2018 6:53 PM  
**To:** Campbell, Glenn (INFC) ; Marchildon, Caroline (INFC)  
**Cc:** Eyre, Jennifer (INFC) ; Hobbs, Joshua (INFC) ; Wronski, Michael (INFC) ; Tippins, Shawn (INFC) ; Gillis, Kelly (INFC)  
**Subject:** RE: For your approval - Waterfront Toronto - Media Lines  
I agree with Glenn'S changes, merci

---

**From:** Campbell, Glenn (INFC)  
**Sent:** July 4, 2018 6:38 PM  
**To:** Marchildon, Caroline (INFC) <[caroline.marchildon@canada.ca](mailto:caroline.marchildon@canada.ca)>; Laroche, Yazmine (INFC) <[yazmine.laroche@canada.ca](mailto:yazmine.laroche@canada.ca)>  
**Cc:** Eyre, Jennifer (INFC) <[jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca)>; Hobbs, Joshua (INFC) <[joshua.hobbs@canada.ca](mailto:joshua.hobbs@canada.ca)>; Wronski, Michael (INFC) <[michael.wronski@canada.ca](mailto:michael.wronski@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>; Gillis, Kelly (INFC) <[kelly.gillis@canada.ca](mailto:kelly.gillis@canada.ca)>  
**Subject:** RE: For your approval - Waterfront Toronto - Media Lines  
Sorry made a tweak below

---

**From:** Marchildon, Caroline (INFC)  
**Sent:** July 4, 2018 6:27 PM  
**To:** Laroche, Yazmine (INFC) <[yazmine.laroche@canada.ca](mailto:yazmine.laroche@canada.ca)>  
**Cc:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>; Eyre, Jennifer (INFC) <[jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca)>; Hobbs, Joshua (INFC) <[joshua.hobbs@canada.ca](mailto:joshua.hobbs@canada.ca)>; Wronski, Michael (INFC) <[michael.wronski@canada.ca](mailto:michael.wronski@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>; Gillis, Kelly (INFC) <[kelly.gillis@canada.ca](mailto:kelly.gillis@canada.ca)>  
**Subject:** For your approval - Waterfront Toronto - Media Lines  
**Importance:** High  
Hi Yazmine,  
for your review/approval. Approved by Glen:  
Media Lines: Waterfront Toronto CEO: Resignation



**Page 496  
is withheld  
pursuant to paragraph  
21(1)(a) & 21(1)(b)  
of the *Access to Information Act***

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**La page 496  
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conformément aux dispositions de paragraphe  
21(1)(a) & 21(1)(b)  
de la *loi sur l'accès à l'information***

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Mitchell2, Lisa \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Cc:** [Wellman, Angela \(INFC\)](#); [Ladouceur3, Natalie \(INFC\)](#); [Zewede, Heywet \(IC\)](#)  
**Subject:** Re: Waterfront  
**Date:** July 4, 2018 6:29:29 PM

---

Shawn [REDACTED]  
[REDACTED]

Glenn Campbell  
[REDACTED]

613 941-0722 (w)

---

**From:** Mitchell2, Lisa (INFC)  
**Sent:** Wednesday, July 4, 2018 6:19 PM  
**To:** Tippins, Shawn (INFC); Campbell, Glenn (INFC)  
**Cc:** Wellman, Angela (INFC); Ladouceur3, Natalie (INFC); Zewede, Heywet (INFC)  
**Subject:** Re: Waterfront

---

[REDACTED]

But I leave it to you.

---

**From:** Tippins, Shawn (INFC)  
**Sent:** Wednesday, July 4, 2018 6:14 PM  
**To:** Marchildon, Caroline (INFC); Campbell, Glenn (INFC); Hobbs, Joshua (INFC)  
**Cc:** Wellman, Angela (INFC); Ladouceur3, Natalie (INFC); Zewede, Heywet (INFC); Mitchell2, Lisa (INFC)  
**Subject:** RE: Waterfront

---

Sorry for the delay – Please find attached latest changes from IPI branch. Thanks you ST.

---

**From:** Marchildon, Caroline (INFC)  
**Sent:** July 4, 2018 6:11 PM  
**To:** Campbell, Glenn (INFC) ; Hobbs, Joshua (INFC) ; Tippins, Shawn (INFC)  
**Cc:** Wellman, Angela (INFC) ; Ladouceur3, Natalie (INFC) ; Zewede, Heywet (INFC) ; Mitchell2, Lisa (INFC)  
**Subject:** Re: Waterfront

Thank you! I'm taking over approvals [REDACTED]  
[REDACTED]

Sent from my BlackBerry 10 smartphone on the Bell network.

---

**From:** Campbell, Glenn (INFC)  
**Sent:** Wednesday, July 4, 2018 6:03 PM  
**To:** Hobbs, Joshua (INFC); Marchildon, Caroline (INFC); Tippins, Shawn (INFC)  
**Cc:** Wellman, Angela (INFC); Ladouceur3, Natalie (INFC); Zewede, Heywet (INFC); Mitchell2, Lisa (INFC)  
**Subject:** RE: Waterfront

Shawn will pass along some comments [REDACTED]

**From:** Hobbs, Joshua (INFC)

**Sent:** July 4, 2018 5:56 PM

**To:** Marchildon, Caroline (INFC) ; Campbell, Glenn (INFC) ; Tippins, Shawn (INFC)

**Cc:** Wellman, Angela (INFC) ; Ladouceur3, Natalie (INFC) ; Zewede, Heywet (INFC) ; Mitchell2, Lisa (INFC)

**Subject:** RE: Waterfront

[REDACTED]  
Please review and let me know if this works, thanks!

**From:** Marchildon, Caroline (INFC)

**Sent:** July 4, 2018 5:48 PM

**To:** Hobbs, Joshua (INFC) <[joshua.hobbs@canada.ca](mailto:joshua.hobbs@canada.ca)>; Campbell, Glenn (INFC)

<[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Cc:** Wellman, Angela (INFC) <[angela.wellman@canada.ca](mailto:angela.wellman@canada.ca)>; Ladouceur3, Natalie (INFC)

<[natalie.ladouceur3@canada.ca](mailto:natalie.ladouceur3@canada.ca)>; Zewede, Heywet (INFC) <[heywet.zewede@canada.ca](mailto:heywet.zewede@canada.ca)>; Mitchell2, Lisa (INFC) <[lisa.mitchell2@canada.ca](mailto:lisa.mitchell2@canada.ca)>

**Subject:** Re: Waterfront

[REDACTED]  
Thank you!

Sent from my BlackBerry 10 smartphone on the Bell network.

**From:** Hobbs, Joshua (INFC)

**Sent:** Wednesday, July 4, 2018 5:36 PM

**To:** Campbell, Glenn (INFC); Tippins, Shawn (INFC); Marchildon, Caroline (INFC)

**Cc:** Wellman, Angela (INFC); Ladouceur3, Natalie (INFC); Zewede, Heywet (INFC); Mitchell2, Lisa (INFC)

**Subject:** RE: Waterfront

Thanks all [REDACTED]

**From:** Campbell, Glenn (INFC)

**Sent:** July 4, 2018 5:32 PM

**To:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>; Hobbs, Joshua (INFC)

<[joshua.hobbs@canada.ca](mailto:joshua.hobbs@canada.ca)>; Marchildon, Caroline (INFC) <[caroline.marchildon@canada.ca](mailto:caroline.marchildon@canada.ca)>

**Cc:** Wellman, Angela (INFC) <[angela.wellman@canada.ca](mailto:angela.wellman@canada.ca)>; Ladouceur3, Natalie (INFC)

<[natalie.ladouceur3@canada.ca](mailto:natalie.ladouceur3@canada.ca)>; Zewede, Heywet (INFC) <[heywet.zewede@canada.ca](mailto:heywet.zewede@canada.ca)>; Mitchell2, Lisa (INFC) <[lisa.mitchell2@canada.ca](mailto:lisa.mitchell2@canada.ca)>

**Subject:** RE: Waterfront

Thanks [REDACTED]

**From:** Tippins, Shawn (INFC)

**Sent:** July 4, 2018 5:25 PM

**To:** Hobbs, Joshua (INFC) <[joshua.hobbs@canada.ca](mailto:joshua.hobbs@canada.ca)>

**Cc:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>; Wellman, Angela (INFC)


<[angela.wellman@canada.ca](mailto:angela.wellman@canada.ca)>; Ladouceur3, Natalie (INFC) <[natalie.ladouceur3@canada.ca](mailto:natalie.ladouceur3@canada.ca)>;

Zewede, Heywet (INFC) <[heywet.zewede@canada.ca](mailto:heywet.zewede@canada.ca)>; Mitchell2, Lisa (INFC) <[lisa.mitchell2@canada.ca](mailto:lisa.mitchell2@canada.ca)>

**Subject:** RE: Waterfront

**Importance:** High

Joshua – please find our track changes on your 3:10pm draft, as reviewed by Glenn Campbell, ADM IPI Branch.



---

**From:** Hobbs, Joshua (INFC)

**Sent:** July 4, 2018 3:10 PM

**To:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Subject:** RE: Waterfront

**Importance:** High

Shawn, take 2, this time in a document. Please use this version for your approvals. I'm of course looking to get this back ASAP (with Glenn's approval) and then I'll move it on to DMO and MINO. Thanks!

---

**From:** Hobbs, Joshua (INFC)

**Sent:** July 4, 2018 2:59 PM

**To:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Subject:** RE: Waterfront

Shawn, a SUPER FAST first crack at some responsive lines. Can you take a look ASAP and get back to me with your thoughts. Thanks!



---

**From:** Hobbs, Joshua (INFC)

**Sent:** July 4, 2018 2:35 PM

**To:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Subject:** Waterfront

Hey Shawn,

I'm connecting with you on Waterfront. Should I give you a call?

**Joshua Hobbs**

Senior Communications Advisor, Communications Directorate, Ministerial and Advisory Services  
Infrastructure Canada / Government of Canada

[joshua.hobbs@canada.ca](mailto:joshua.hobbs@canada.ca) / Tel: 613-960-6869 / Cel: 613-404-1392

Conseiller principal en communications, Direction des Communications, Services ministériels et consultatifs  
Infrastructure Canada / Gouvernement du Canada

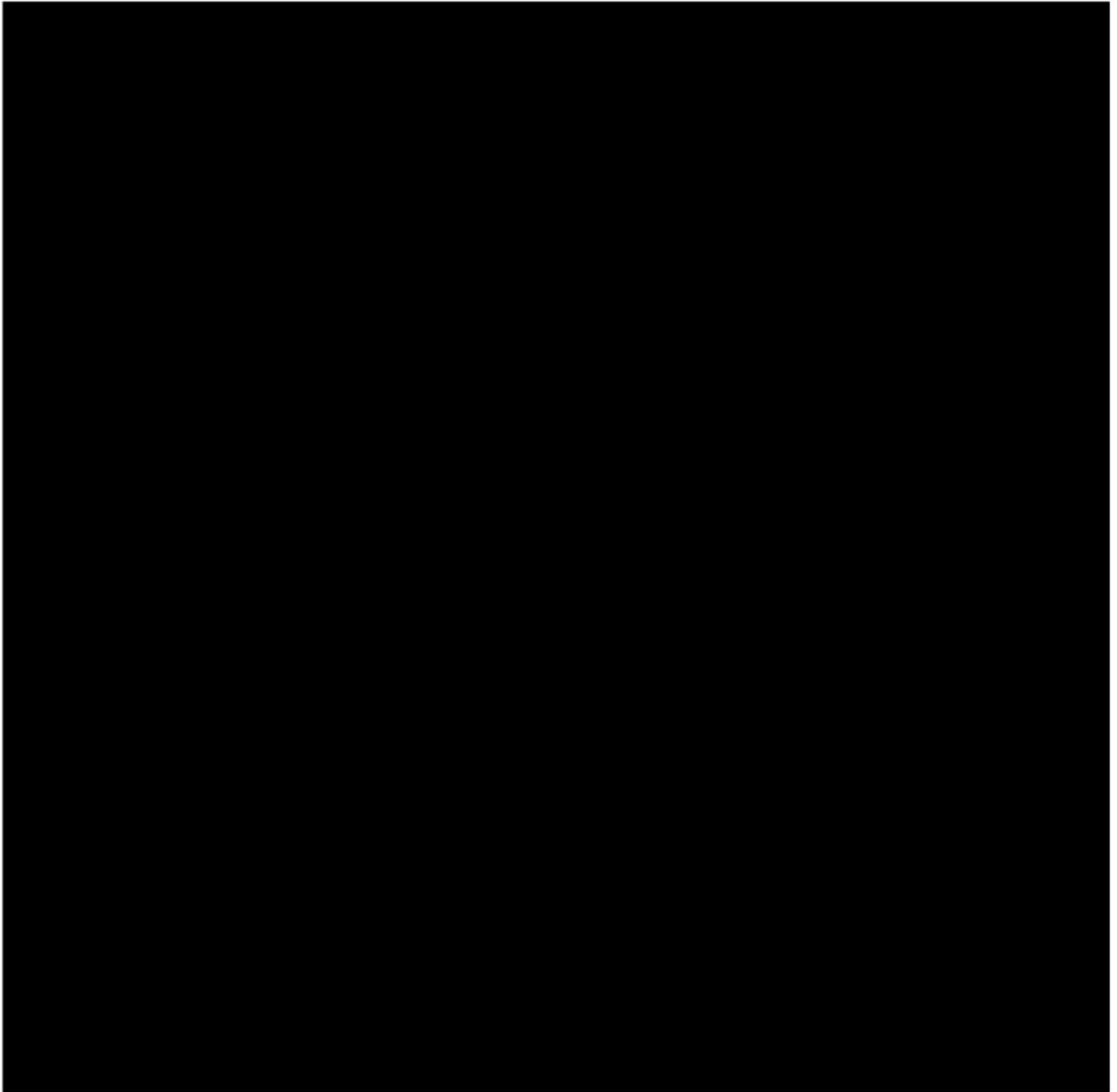
[joshua.hobbs@canada.ca](mailto:joshua.hobbs@canada.ca) / Tél. : 613-960-6869 / Tél cell. : 613-404-1392

**From:** [Marchildon, Caroline \(INFC\)](#)  
**To:** [Laroche, Yazmine \(INFC\)](#)  
**Cc:** [Campbell, Glenn \(INFC\)](#); [Eyre, Jennifer \(INFC\)](#); [Hobbs, Joshua \(INFC\)](#); [Wronski, Michael \(INFC\)](#); [Tippins, Shawn \(INFC\)](#); [Gillis, Kelly \(INFC\)](#)  
**Subject:** For your approval - Waterfront Toronto - Media Lines  
**Date:** July 4, 2018 6:26:51 PM  
**Importance:** High

---

Hi Yazmine,  
for your review/approval. Approved by Glen:

Media Lines: Waterfront Toronto CEO: Resignation



Sent from my BlackBerry 10 smartphone on the Bell network.

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Cameron MacKay](#)  
**Subject:** RE: Resignation of Will Fleissig, President & CEO of Waterfront Toronto  
**Date:** July 4, 2018 5:51:00 PM  
**Attachments:** [image001.png](#)

---

Thank you Cameron, this has been done federally now.

Glenn

Glenn Campbell

Assistant Deputy Minister

Investment, Partnerships and Innovation

Infrastructure Canada

427 Laurier, 10th floor, Ottawa

613 941-0722

[Glenn.campbell@canada.ca](mailto:Glenn.campbell@canada.ca)

---

**From:** Cameron MacKay [<mailto:CMacKay@waterfronttoronto.ca>]

**Sent:** July 4, 2018 5:16 PM

**To:** O'Leary, Leslie (INFC) ; Burton, Mike (INFC) ; Campbell, Glenn (INFC) ; Fortin3, Marc (INFC) ; Gillis, Kelly (INFC) ; 'Scott.Thompson@ontario.ca' ; Carol Mercer ; 'Robert.Linden@ontario.ca' ; 'David.Stonehouse@toronto.ca' ; [REDACTED]@toronto.ca ; 'wbrown1@toronto.ca' ; 'bruce.singbush@ontario.ca'

**Cc:** Marisa Piattelli ; Edward Chalupka

**Subject:** Resignation of Will Fleissig, President & CEO of Waterfront Toronto

**Importance:** High

Hello,

Further to the discussion some of you had with Waterfront Toronto Board Chair Helen Burstyn earlier today, attached please find draft Qs and As that Waterfront Toronto is using as well as a media statement which will be issued before close of business regarding the resignation of Waterfront Toronto CEO Fleissig.

Included is suggested language that you may wish to consider should you want to respond to media directly. The Board Chair will be the designated spokesperson on this matter for Waterfront Toronto and please feel free to redirect media inquiries to us.

We would be grateful if you would distribute this your appropriate communications staff.

Best,

Cameron

cameron mackay | vice president, strategic communications and engagement | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | +1 (416) 640.8499 | [cmackay@waterfronttoronto.ca](mailto:cmackay@waterfronttoronto.ca) | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto



**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Annie.LebLANc@pco-bcp.gc.ca](mailto:Annie.LebLANc@pco-bcp.gc.ca)  
**Subject:** FW: Quick call to provide a heads up on a pressing matter  
**Date:** July 4, 2018 3:45:00 PM

---

Annie do you have a few mins to touch base?

-----Original Message-----

From: Hargrove, Glenn [<mailto:Glenn.Hargrove@pco-bcp.gc.ca>]  
Sent: July 4, 2018 12:12 PM  
To: Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>; Tupper, Shawn <[Shawn.Tupper@pco-bcp.gc.ca](mailto:Shawn.Tupper@pco-bcp.gc.ca)>  
Cc: Leblanc, Annie <[Annie.LebLANc@pco-bcp.gc.ca](mailto:Annie.LebLANc@pco-bcp.gc.ca)>  
Subject: Re: Quick call to provide a heads up on a pressing matter

Hi Glenn,

Copying Annie, who is the Director of Ops responsible for INFC (and who is also acting for Shawn this week).

Cheers,  
Glenn

Sent from my BlackBerry 10 smartphone on the Bell network.  
From: Campbell, Glenn (INFC)  
Sent: Wednesday, July 4, 2018 12:03 PM  
To: Tupper, Shawn; Hargrove, Glenn  
Subject: Quick call to provide a heads up on a pressing matter

Shawn or Glenn, appreciate opportunity to inform on issue pertaining to Toronto Waterfront Revitalization Corporation that will soon be in public domain.

Let me know good time to call.

Glenn Campbell  
Assistant Deputy Minister  
Investment, Partnerships and Innovation  
Infrastructure Canada  
427 Laurier, 10th floor, Ottawa  
613 941-0722  
[Glenn.campbell@canada.ca](mailto:Glenn.campbell@canada.ca)<<mailto:Glenn.campbell@canada.ca>>

**From:** [Tippins, Shawn \(INFC\)](#)  
**To:** [Campbell, Glenn \(INFC\)](#)  
**Cc:** [Mitchell2, Lisa \(INFC\)](#); [Ladouceur3, Natalie \(INFC\)](#)  
**Subject:** FW: Point-of-contact for National Consultations on Digital and Data Transformation  
**Date:** July 4, 2018 8:54:42 AM

Fyi below. Would you like me to reach-out and try to set-up a briefing? Maybe invite SCC colleagues as well?

**From:** Taillefer, Charles (IC)  
**Sent:** July 4, 2018 8:49 AM  
**To:** Tippins, Shawn (INFC)  
**Cc:** Paterson, Jill (IC) ; Dronyk, Dashiell (IC) ; Hadjirezaie, Attila (IC)  
**Subject:** FW: Point-of-contact for National Consultations on Digital and Data Transformation  
 Shawn,  
 The main contacts on the National Consultations on Digital and Data Transformation at ISED are:

**Erin Lynch**

Senior Director, Innovation Policy and Integration, Strategy and Innovation Policy Sector  
[Erin.Lynch@canada.ca](mailto:Erin.Lynch@canada.ca) / Tel: 343-291-1931;  
 and

**Mark Schaan**

Director General, Marketplace Framework Policy Branch, Strategy and Innovation Policy Sector  
[mark.schaan@canada.ca](mailto:mark.schaan@canada.ca) / Tel: 343-291-3700 / C : [REDACTED]

My team reports to Mark and we would also be very much interested in the discussion as we advance policy work related to privacy (PIPEDA) and online integrity and threats (CASL).

Charles Taillefer

Director, Privacy and Data Protection Directorate

Marketplace Framework Policy Branch, Strategy and Innovation Policy Sector

Innovation, Science and Economic Development, Government of Canada

Telephone: 343-291-1774 | [REDACTED]

E-mail: [charles.taillefer@canada.ca](mailto:charles.taillefer@canada.ca)

Directeur, [Direction de la politique sur la vie privée et la protection des données](#)

Direction générale des politiques-cadres du marché, Secteur des stratégies et politiques d'innovation

Innovation, Sciences et Développement économique, Gouvernement du Canada

Téléphone : 343-291-1774 | Courriel : [charles.taillefer@canada.ca](mailto:charles.taillefer@canada.ca)

----- Original message -----

**From:** "Tippins, Shawn (INFC)" <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Date:** 2018-07-03 5:05 PM (GMT-05:00)

**To:** "Paterson, Jill (IC)" <[jill.paterson@canada.ca](mailto:jill.paterson@canada.ca)>, "Dronyk, Dashiell (IC)"

<[dashiell.dronyk@canada.ca](mailto:dashiell.dronyk@canada.ca)>, "Hadjirezaie, Attila (IC)" <[attila.hadjirezaie@canada.ca](mailto:attila.hadjirezaie@canada.ca)>

**Subject:** Point-of-contact for National Consultations on Digital and Data Transformation  
 Colleagues –

I was wondering if you may be able to advise on which ISED shop is responsible for managing the National Consultations on Digital and Data Transformation that were announced back on June 19<sup>th</sup>. My Branch here at INFC may be interested in organizing a briefing with ISED on the consultative process. There are likely linkages between the issues being addressed through the consultations and coming up through the proposed through Quayside Initiative between the Toronto Waterfront

Revitalization Corporation and Google/Alphabet subsidiary sidewalk labs.

Grateful if you could point me in the right direction by way of contacts. Many thx, ST.

<https://www.canada.ca/en/innovation-science-economic-development/news/2018/06/government-of-canada-launches-national-consultations-on-digital-and-data-transformation.html>

<https://www.ic.gc.ca/eic/site/084.nsf/eng/home>

**Shawn Tippins**, Senior Analyst

Investment, Partnerships and Innovation (IPI) Branch

Infrastructure Canada

613-854-7639

427 Laurier Ave. West 10-062

Mailing Address: PO Box 8777, Postal Station T

Ottawa, Ontario K1G 1C0

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Wellman, Angela \(INFC\)](#)  
**Cc:** [Tippins, Shawn \(INFC\)](#); [Zewede, Heywet \(IC\)](#); [Ladouceur3, Natalie \(INFC\)](#)  
**Subject:** Re: ATIP request for your action  
**Date:** June 28, 2018 12:14:23 PM

---

Assume POB also received this?

The and/or staff and WF will include much engagement with WF

Assume narrowed to SWL quayside?

Glenn Campbell

613 941-0722 (w)

---

**From:** Wellman, Angela (INFC)  
**Sent:** Thursday, June 28, 2018 12:11 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Tippins, Shawn (INFC); Zewede, Heywet (INFC); Ladouceur3, Natalie (INFC)  
**Subject:** ATIP request for your action

---

Hi Glenn:

As you are the only other member of IPI who has had hands on the Toronto Waterfront file, Shawn has asked that I follow up with you on a recent collection of ATIPs he received.

Can you please **confirm by July 4th** whether you have had any communications from March 1, 2017 to June 22, 2018 between:

- (former) Chief of Staff John Brodhead and/or any other Infrastructure Canada staff and **Waterfront Toronto**
- (former) Chief of Staff John Brodhead and/or any other Infrastructure Canada staff and **Sidewalk Labs**.
- Infrastructure Canada staff and the Prime Minister's Office regarding Sidewalk Labs proposal for Toronto's waterfront

This request includes email communications.

If so, please direct those communications to Shawn, who will be compiling the initial ATIP request.

Thank you,

Ang

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Mitchell2, Lisa \(INFC\)](#)  
**Subject:** Fw: Glenn, please add me to your LinkedIn network  
**Date:** June 28, 2018 10:12:21 AM

---

ATIA - 19(1)

[REDACTED]

Glenn Campbell

[REDACTED]

613 941-0722 (w)

---

**From:** Campbell, Glenn (INFC)  
**Sent:** Thursday, June 28, 2018 10:04 AM  
**To:** [REDACTED]  
**Subject:** Re: Glenn, please add me to your LinkedIn network

---

Thanks for touching base.

Btw, read your profile, working with small team on Toronto Waterfront/Quayside/Sidewalk labs file.

Send me your CV if interested in a change or assignment

Glenn

Glenn Campbell


[REDACTED]

613 941-0722 (w)


---

**From:** [REDACTED]  
**Sent:** Wednesday, June 27, 2018 5:55 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** Glenn, please add me to your LinkedIn network



---



Glenn Campbell



Hi Glenn, thanks for attending the YPN meeting today. Your input is appreciated.

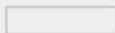


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You are receiving Invitation emails.

This email was intended for Glenn Campbell (Assistant Deputy Minister, Investment, Partnerships and Innovation at Infrastructure Canada). [Learn why we included this.](#)



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**Renshaw, Brett (INFC)**

---

**From:** Eyre, Jennifer (INFC)  
**Sent:** June 26, 2018 11:40 PM  
**To:** O'Leary, Leslie (INFC); Burton, Mike (INFC)  
**Cc:** Gillis, Kelly (INFC); Laroche, Yazmine (INFC); Campbell, Glenn (INFC); Peets, Gerard (INFC)  
**Subject:** Fw: An Update on our public engagement and the project timeline

Leslie and Mike, pls see below.

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Campbell, Glenn (INFC)  
**Sent:** Tuesday, June 26, 2018 10:08 PM  
**To:** Gillis, Kelly (INFC); Laroche, Yazmine (INFC); Peets, Gerard (INFC)  
**Cc:** Eyre, Jennifer (INFC); Tippins, Shawn (INFC)  
**Subject:** Fw: An Update on our public engagement and the project timeline

WF released this today and will be media tomorrow on extended timeline

Jennifer please share with MINO

Glenn Campbell

613 941-0722 (w)

---

**From:** Edward Chalupka  
**Sent:** Tuesday, June 26, 2018 10:24 AM  
**To:** Campbell, Glenn (INFC); Tippins, Shawn (INFC)  
**Cc:** Carol Webb  
**Subject:** FW: An Update on our public engagement and the project timeline

Glenn, Shawn,

Further to our discussions at the last Quayside Executive Steering Committee meeting (now the IGSC Quayside working group) I wanted to share with you (below) a newsletter from Will and Dan Doctoroff that will be going out later today (likely around noon). The newsletter outlines an extended planning process for the MIDP, including more opportunities for the community and stakeholders to provide feedback.

Please circulate as necessary within your department (and with your MO) with the caveat that the newsletter be kept confidential until its release.

Please don't hesitate to contact me if you have any questions.

Thanks in advance,

Ed





When we launched Sidewalk Toronto, we had one mission in mind: to address the toughest challenges facing cities — and meaningfully improve quality of life — through the combination of forward-thinking urban design and innovative technology. It started with a [vision](#) for how to make cities more sustainable, livable, and inclusive — and because we believe city-building needs many hands and many perspectives, we launched a comprehensive [public engagement process](#) to bring that vision to life.

Over the past six months, we have met with and listened to thousands of people. We have hosted town halls, roundtables, and public talks. We have convened advisory groups, spoken to neighbourhood associations, and on June 16, Sidewalk Labs [opened “307,”](#) its Toronto office and workshop, where Torontonians can continue to learn about, provide feedback on, and experiment with different elements of the vision. You can see summaries of all this work [on our website](#).

From the start, we have recognized that we are taking a different approach. Rather than bringing forward a comprehensive proposal and site plan, we are exploring virtually every aspect of how the city works and how Toronto residents think it could work better. Over the past six months, you have provided indispensable insights and perspectives that have shaped our thinking as we begin to formulate our Master Innovation and Development Plan (or MIDP).



You have also told us to take the time to get this right — and we have heard you. That is why we are extending the planning process so that we have the time to work together to create something that we can all be proud of.

Here is the new timeline:

- The roundtable meeting scheduled for early July will now be held on August 14 and 15 at the 307 Lake Shore Blvd. East workspace. We will cover the same information on both dates: initial thinking for the public realm, streets, and buildings that is coming into into focus. We think two sessions will provide good opportunities to discuss and consider this work.
- In November, we will share a comprehensive description of the component parts of the Master Innovation and Development Plan, including proposed site plans, and we will have our fourth roundtable soon after.
- Early in 2019, we plan to release a draft Master Innovation and Development Plan. It will be a comprehensive document, but still a work-in-progress. Following the release of the draft plan, we will host a fifth roundtable to solicit feedback on the draft.
- Informed by this additional feedback, we plan to publish the proposed MIDP in finished form in spring 2019 for consideration by the Waterfront Toronto Board of Directors and by the Alphabet board. We understand that the City of Toronto will also solicit public feedback after receiving the MIDP to inform its considerations in advance of necessary city approvals.

We are so grateful for the great interest and enthusiasm Torontonians have shown for this project to date. You have given us your time, your ideas, and your feedback. We want to keep this momentum going as we put together a groundbreaking plan, and we hope you will continue to join us.

To learn more about Sidewalk Toronto, the 307 workspace, our participation plan and to view past presentations, please visit [www.sidewalktoronto.ca](http://www.sidewalktoronto.ca). See you on the waterfront!

— Will Fleissig, President and CEO, Waterfront Toronto

— Dan Doctoroff, Chairman and CEO, Sidewalk Labs

---

**There are many more ways to join!**

There are dozens of opportunities throughout 2018 to join the Sidewalk Toronto conversation. You can read our full [public engagement plan here](#) or visit the Sidewalk Toronto [website](#) for more information. We need your help to imagine the neighbourhood of the future.



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Toronto, ON M5J 2N8  
Canada

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**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Gillis, Kelly \(INFC\)](#); [Peets, Gerard \(INFC\)](#); [Laroche, Yazmine \(INFC\)](#); [Wallace, Peter \(INFC\)](#)  
**Cc:** [Eyre, Jennifer \(INFC\)](#); [Tippins, Shawn \(INFC\)](#); [Mitchell2, Lisa \(INFC\)](#)  
**Subject:** WFT/sidewalk extended timeline - some early media  
**Date:** June 26, 2018 10:14:33 PM

---

Stakeholders welcoming the extra time

Glenn Campbell



613 941-0722 (w)

---

**From:** Glenn Campbell  
**Sent:** Tuesday, June 26, 2018 9:16 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** WFT

---

[https://www.thestar-com.cdn.ampproject.org/c/s/www.thestar.com/amp/news/gta/2018/06/26/deadline-for-sidewalk-toronto-plan-pushed-back.html](https://www.thestar.com/cdn.ampproject.org/c/s/www.thestar.com/amp/news/gta/2018/06/26/deadline-for-sidewalk-toronto-plan-pushed-back.html)

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Tippins, Shawn \(INFC\)](#)  
**Subject:** Fw: WFT  
**Date:** June 26, 2018 10:12:56 PM

---

Glenn Campbell

613 941-0722 (w)

---

**From:** Glenn Campbell  
**Sent:** Tuesday, June 26, 2018 9:16 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** WFT

---

<https://www.thestar-com.cdn.ampproject.org/c/s/www.thestar.com/amp/news/gta/2018/06/26/deadline-for-sidewalk-toronto-plan-pushed-back.html>

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Tippins, Shawn \(INFC\)](#)  
**Subject:** Re: PDA Term Sheet Briefings  
**Date:** June 26, 2018 11:05:37 AM  
**Attachments:** [image001.png](#)

---

Yes

Glenn Campbell

613 941-0722 (w)

---

**From:** Tippins, Shawn (INFC)  
**Sent:** Tuesday, June 26, 2018 10:58 AM  
**To:** Campbell, Glenn (INFC)  
**Subject:** FW: PDA Term Sheet Briefings

---

Is this something we would want legal to sit-in on? We have already shared with Zahira the term-sheet from the June 14<sup>th</sup> call...

---

**From:** Edward Chalupka [REDACTED]@waterfronttoronto.ca]  
**Sent:** June 26, 2018 10:53 AM  
**To:** Campbell, Glenn (INFC) ; Tippins, Shawn (INFC)  
**Cc:** Claudia Landres-Hansen  
**Subject:** PDA Term Sheet Briefings

Glenn, Shawn,

At the last QESC we spoke about additional briefings on the PDA - specifically on a more robust term sheet than what was shared on the 14<sup>th</sup> of June. The Quayside Committee of the Board is meeting tomorrow to review the latest version of the PDA and we would like to set up a briefing with you (and whomever else you feel is required to attend) to walk you through the latest aspects of the agreement.

July 3<sup>rd</sup>, 4<sup>th</sup> and 6<sup>th</sup> work well for WT – I know that key people from our end are not available of the 5<sup>th</sup>.

I have cc'd Claudia on our end who will help to organize and schedule that works best for all. Please advise who Claudia should connect with on your end to schedule the briefings. I think we will need somewhere between 1.5 – 2 hours if your schedules permit.

Thanks

Ed

edward.chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8  
 [REDACTED]@waterfronttoronto.ca | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto

**Renshaw, Brett (INFC)**

---

**From:** Tippins, Shawn (INFC)  
**Sent:** June 26, 2018 10:53 AM  
**To:** Edward Chalupka; Campbell, Glenn (INFC)  
**Subject:** RE: An Update on our public engagement and the project timeline

Hi Ed –

Actually, we were going to get back to you this morning with a few concerns we have around the scheduling of meetings:

On the invitations that have gone out in the last day for Quayside-focused IGSC meetings in Sept, Oct and Nov, I'm not sure if the idea of dispensing with the QESC in favour of more frequent Quayside-focused IGSC meetings was something INFC agreed to on our June 14<sup>th</sup> call...

Moreover, what's the protocol for scheduling meetings given the INFC DM's role in chairing the IGSC over the coming year, including secretariat function? It seems the forward calendar and agenda items should be consulted-on prior to meetings being scheduled. We hope to minimise conflicts around availability of key reps – as well as have an advance indication of the discussion items, including any decision points expected to be taken up.

We'd be grateful if we could have a call today to discuss, so that we can have a common understanding on this.

Thanks,

Shawn Tippins, Senior Analyst  
 Investment, Partnerships and Innovation Branch  
 Infrastructure Canada  
 613-864-7639

---

**From:** Edward Chalupka [REDACTED]@waterfrontoronto.ca]  
**Sent:** June 26, 2018 10:24 AM  
**To:** Campbell, Glenn (INFC) ; Tippins, Shawn (INFC)  
**Cc:** Carol Webb  
**Subject:** FW: An Update on our public engagement and the project timeline

Glenn, Shawn,

Further to our discussions at the last Quayside Executive Steering Committee meeting (now the IGSC Quayside working group) I wanted to share with you (below) a newsletter from Will and Dan Doctoroff that will be going out later today (likely around noon). The newsletter outlines an extended planning process for the MIDP, including more opportunities for the community and stakeholders to provide feedback.

Please circulate as necessary within your department (and with your MO) with the caveat that the newsletter be kept confidential until its release.

Please don't hesitate to contact me if you have any questions.

Thanks in advance,

Ed



When we launched Sidewalk Toronto, we had one mission in mind: to address the toughest challenges facing cities — and meaningfully improve quality of life — through the combination of forward-thinking urban design and innovative technology. It started with a [vision](#) for how to make cities more sustainable, livable, and inclusive — and because we believe city-building needs many hands and many perspectives, we launched a comprehensive [public engagement process](#) to bring that vision to life.

Over the past six months, we have met with and listened to thousands of people. We have hosted town halls, roundtables, and public talks. We have convened advisory groups, spoken to neighbourhood associations, and on June 16, Sidewalk Labs [opened “307,”](#) its Toronto office and workshop, where Torontonians can continue to learn about, provide

feedback on, and experiment with different elements of the vision. You can see summaries of all this work [on our website](#).

From the start, we have recognized that we are taking a different approach. Rather than bringing forward a comprehensive proposal and site plan, we are exploring virtually every aspect of how the city works and how Toronto residents think it could work better. Over the past six months, you have provided indispensable insights and perspectives that have shaped our thinking as we begin to formulate our Master Innovation and Development Plan (or MIDP).

You have also told us to take the time to get this right — and we have heard you. That is why we are extending the planning process so that we have the time to work together to create something that we can all be proud of.

Here is the new timeline:

- The roundtable meeting scheduled for early July will now be held on August 14 and 15 at the 307 Lake Shore Blvd. East workspace. We will cover the same information on both dates: initial thinking for the public realm, streets, and buildings that is coming into focus. We think two sessions will provide good opportunities to discuss and consider this work.
- In November, we will share a comprehensive description of the component parts of the Master Innovation and Development Plan, including proposed site plans, and we will have our fourth roundtable soon after.
- Early in 2019, we plan to release a draft Master Innovation and Development Plan. It will be a comprehensive document, but still a work-in-progress. Following the release of the draft plan, we will host a fifth roundtable to solicit feedback on the draft.
- Informed by this additional feedback, we plan to publish the proposed MIDP in finished form in spring 2019 for consideration by the Waterfront Toronto Board of Directors and by the Alphabet board. We understand that the City of Toronto will also solicit public feedback after receiving the MIDP to inform its considerations in advance of necessary city approvals.

We are so grateful for the great interest and enthusiasm Torontonians have shown for this project to date. You have given us your time, your ideas, and your feedback. We want to



keep this momentum going as we put together a groundbreaking plan, and we hope you will continue to join us.

To learn more about Sidewalk Toronto, the 307 workspace, our participation plan and to view past presentations, please visit [www.sidewalktoronto.ca](http://www.sidewalktoronto.ca). See you on the waterfront!

— Will Fleissig, President and CEO, Waterfront Toronto

— Dan Doctoroff, Chairman and CEO, Sidewalk Labs

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## There are many more ways to join!

There are dozens of opportunities throughout 2018 to join the Sidewalk Toronto conversation. You can read our full [public engagement plan here](#) or visit the Sidewalk Toronto [website](#) for more information. We need your help to imagine the neighbourhood of the future.



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Sidewalk Toronto  
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Toronto, ON M5J 2N8  
Canada

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---

**From:** Campbell, Glenn (INFC)  
**To:** Grover, Shawn (INFC)  
**Subject:** RE: Intergovernmental Steering Committee (IGSC) - Quayside Working Group  
**Date:** June 26, 2018 9:43:00 AM

[REDACTED]  
How's going?

G

**From:** Grover, Shawn (INFC)  
**Sent:** June 26, 2018 9:00 AM  
**To:** Campbell, Glenn (INFC)  
**Subject:** Re: Intergovernmental Steering Committee (IGSC) - Quayside Working Group  
Hey Glenn, [REDACTED]  
I hope all is well!  
-Shawn

**From:** Campbell, Glenn (INFC)  
**Sent:** June 25, 2018 9:53 PM  
**To:** Grover, Shawn (INFC)  
**Subject:** Fw: Intergovernmental Steering Committee (IGSC) - Quayside Working Group

We should follow up on this [REDACTED]  
[REDACTED]

What is Q WG?  
Glenn Campbell  
[REDACTED]

613 941-0722 (w)

**From:** Dianne McIntyre [REDACTED]@waterfronttoronto.ca>  
**Sent:** Monday, June 25, 2018 4:29 PM  
**To:** Andrea Broughton; Brianna Ratzlaff; Simpson, Brook (INFC); Bruce Singbush; Carol Mercer; [REDACTED] Edward Chalupka; Erik Cunningham; George Zegarac; Giuliana Carbone; Campbell, Glenn (INFC); James Northey; Jayne Naiman; Jeff Ross; John Brodhead; Joshua Sirefman; Gillis, Kelly (INFC); Kristina Verner; Lauren Skelly; Geerts, Line (INFC); Lou Digioronimo; Marianne Ruffolo; Marisa Piattelli; Mary Scotland; Meg Davis; Micah Lasher; Mike Williams; [REDACTED] Tippins, Shawn (INFC); Siri Agrell; T P; William Fleissig  
**Cc:** Andrea Broughton  
**Subject:** Intergovernmental Steering Committee (IGSC) - Quayside Working Group

**Internal Users:**

1. If you are in the office, call ext [REDACTED] otherwise call [REDACTED]
2. If you are the moderator, press \*
  - a. Enter conference bridge number [REDACTED] and press [REDACTED]
  - b. Enter pin code [REDACTED] to begin the conference call

**External Users**

1. Participants call [REDACTED]
2. Enter the conference number [REDACTED] and press #

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Tippins, Shawn \(INFC\)](#)  
**Cc:** [Wellman, Angela \(INFC\)](#); [Mitchell2, Lisa \(INFC\)](#)  
**Subject:** Re: Revised: Waterfront Toronto - "Smart City" Principles - official response request  
**Date:** June 25, 2018 10:32:15 AM

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Glenn Campbell  
[REDACTED]  
613 941-0722 (w)

---

**From:** Tippins, Shawn (INFC)  
**Sent:** Monday, June 25, 2018 9:49 AM  
**To:** Campbell, Glenn (INFC)  
**Subject:** RE: Revised: Waterfront Toronto - "Smart City" Principles - official response request

---

[REDACTED]

**From:** Campbell, Glenn (INFC)  
**Sent:** June 25, 2018 9:05 AM  
**To:** Tippins, Shawn (INFC) ; Peets, Gerard (INFC)  
**Cc:** Tremblay, Jenny (INFC)  
**Subject:** Fw: Revised: Waterfront Toronto - "Smart City" Principles - official response request

We should plan next steps

Glenn Campbell  
[REDACTED]  
613 941-0722 (w)

---

**From:** Zegarac, George (MOI) <[George.Zegarac@ontario.ca](mailto:George.Zegarac@ontario.ca)>  
**Sent:** Monday, June 25, 2018 8:47 AM  
**To:** Gillis, Kelly (INFC)  
**Cc:** Singbush, Bruce (MOI); [REDACTED]@toronto.ca; Campbell, Glenn (INFC); Eyre, Jennifer (INFC)  
**Subject:** RE: Revised: Waterfront Toronto - "Smart City" Principles - official response request

Thanks Kelly. [REDACTED]

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**Page(s) 523 to 524  
are withheld  
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**La/les page(s) 523 à 524  
Font l'objet d'une exception totale  
conformément aux dispositions de paragraphe  
14, 19(1), 21(1)(a) & 21(1)(b)  
de la *loi sur l'accès à l'information***

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Mitchell2, Lisa \(INFC\)](#)  
**Subject:** Fw: Revised: Waterfront Toronto - "Smart City" Principles - official response request  
**Date:** June 25, 2018 9:05:21 AM

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Glenn Campbell  
[REDACTED]

613 941-0722 (w)

---

**From:** Campbell, Glenn (INFC)  
**Sent:** Monday, June 25, 2018 9:04 AM  
**To:** Tippins, Shawn (INFC); Peets, Gerard (INFC)  
**Cc:** Tremblay, Jenny (INFC)  
**Subject:** Fw: Revised: Waterfront Toronto - "Smart City" Principles - official response request

---

We should plan next steps

Glenn Campbell  
[REDACTED]

613 941-0722 (w)

---

**From:** Zegarac, George (MOI)  
**Sent:** Monday, June 25, 2018 8:47 AM  
**To:** Gillis, Kelly (INFC)  
**Cc:** Singbush, Bruce (MOI); [Giuliana.Carbone@toronto.ca](mailto:Giuliana.Carbone@toronto.ca); Campbell, Glenn (INFC); Eyre, Jennifer (INFC)  
**Subject:** RE: Revised: Waterfront Toronto - "Smart City" Principles - official response request

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Thanks Kelly [REDACTED]  
[REDACTED]  
[REDACTED]

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pursuant to paragraph  
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of the *Access to Information Act***

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de la *loi sur l'accès à l'information***

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Eyre, Jennifer \(INFC\)](#)  
**Subject:** emails on waterfront  
**Date:** June 22, 2018 6:07:00 PM

---

[Bruce.Singbush@ontario.ca](mailto:Bruce.Singbush@ontario.ca)  
[REDACTED]@toronto.ca

Glenn Campbell  
Assistant Deputy Minister  
Investment, Partnerships and Innovation  
Infrastructure Canada  
427 Laurier, 10th floor, Ottawa  
613 941-0722  
[Glenn.campbell@canada.ca](mailto:Glenn.campbell@canada.ca)



**Page(s) 529 to 530  
are withheld  
pursuant to paragraph  
14, 19(1), 21(1)(a) & 21(1)(b)  
of the *Access to Information Act***

**\*\*\*\***

**La/les page(s) 529 à 530  
Font l'objet d'une exception totale  
conformément aux dispositions de paragraphe  
14, 19(1), 21(1)(a) & 21(1)(b)  
de la *loi sur l'accès à l'information***

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Peets, Gerard \(INFC\)](#); [Tremblay, Jenny \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Subject:** Smart cities question Fw: UPDATE: Waterfront Toronto - "Smart City" Principles - official response request  
**Date:** June 22, 2018 5:17:14 PM  
**Importance:** High

---

Kelly asking whether we can give a time frame in this email for response. Say within 2 weeks?

Glenn Campbell



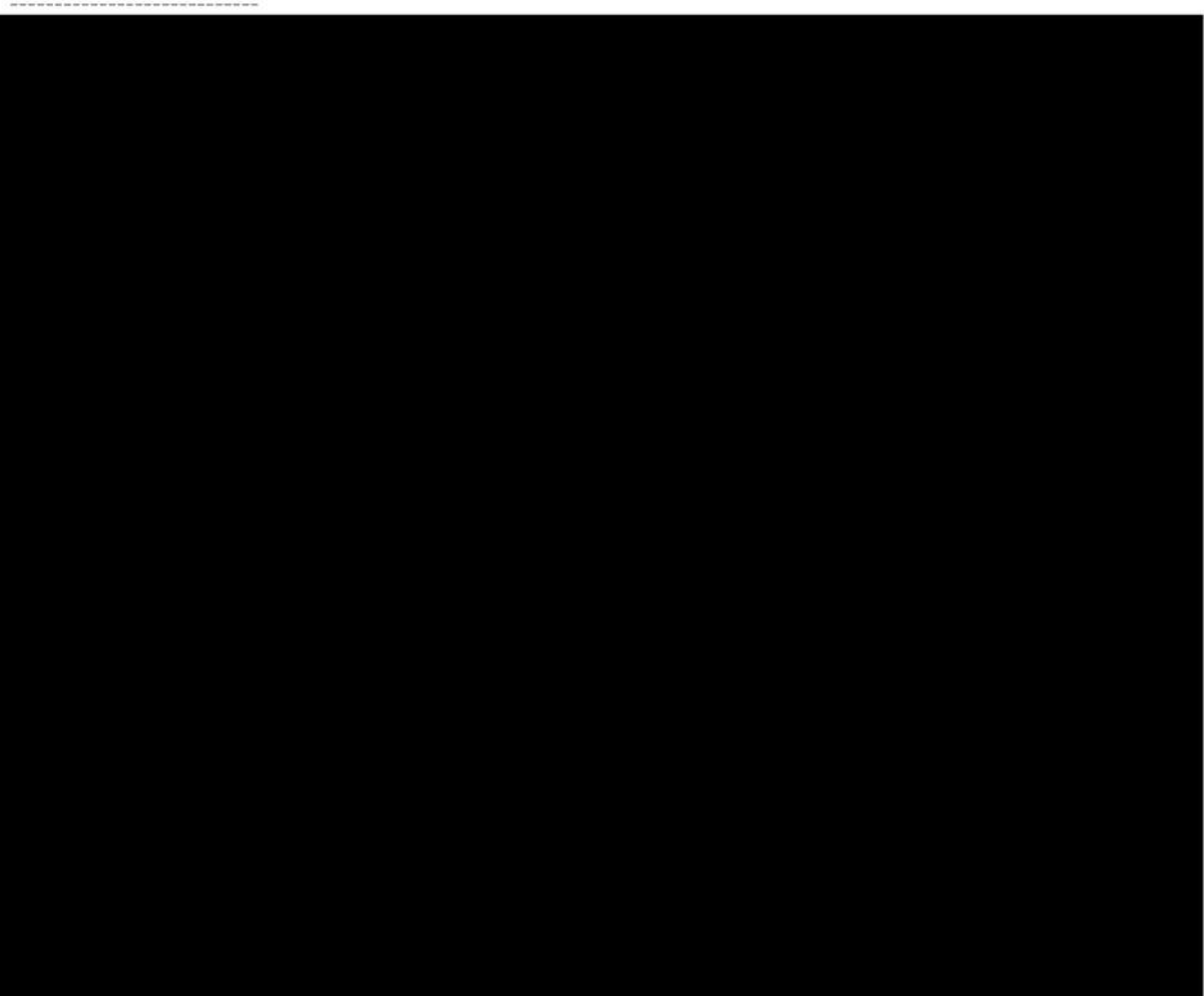
613 941-0722 (w)

---

**From:** Tippins, Shawn (INFC)  
**Sent:** Friday, June 22, 2018 4:37 PM  
**To:** INFC.F DM Office / Bureau du SM F.INFC  
**Cc:** Geerts, Line (INFC); Zewede, Heywet (INFC); Paravan, Christina (INFC); Eyre, Jennifer (INFC); Wellman, Angela (INFC); Campbell, Glenn (INFC)  
**Subject:** RE: UPDATE: Waterfront Toronto - "Smart City" Principles - official response request

---

Hello all – please find attached a draft email message for Kelly to draw on in responding to Mr. Zegarac, as approved by Glenn Campbell.



Happy to discuss, and looking forward to seeing you next month.

**From:** Wellman, Angela (INFC)

**Sent:** June 22, 2018 3:17 PM

**To:** Tippins, Shawn (INFC)

**Subject:** FW: UPDATE: Waterfront Toronto - "Smart City" Principles - official response request

**Importance:** High

Hi Shawn,

Please send your final input today to the DMO distribution list, copying Line Geerts, Christina Paravan, Heywet Zewede and myself and Glenn.

Thank you!

Ang

**From:** Paravan, Christina (INFC)

**Sent:** June-22-18 3:05 PM

**To:** Wellman, Angela (INFC) <[angela.wellman@canada.ca](mailto:angela.wellman@canada.ca)>

**Subject:** RE: UPDATE: Waterfront Toronto - "Smart City" Principles - official response request

As well as the DMO distribution list.

Thanks,

**Christina Paravan**

Correspondence Officer | Agent à la correspondance

Deputy Minister's Office | Bureau du sous-ministre

Infrastructure and Communities | Infrastructure et Collectivités

[christina.paravan@canada.ca](mailto:christina.paravan@canada.ca)

Tel: 613-941-8897

**From:** Wellman, Angela (INFC)

**Sent:** June-22-18 2:42 PM

**To:** Paravan, Christina (INFC) <[christina.paravan@canada.ca](mailto:christina.paravan@canada.ca)>

**Cc:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>; Zewede, Heywet (INFC)

<[heywet.zewede@canada.ca](mailto:heywet.zewede@canada.ca)>

**Subject:** RE: UPDATE: Waterfront Toronto - "Smart City" Principles - official response request

Hi Christina,

Since this request is for an email for the Deputy to send out, it doesn't make sense to place in WebCIMS.

When the final is ready (Shawn is editing as per Glenn's instructions now – I've copied him so that we are both in the loop on process), should he send the approved version to the whole DMO inbox, and copy Line, or what would be the best procedure?

Thanks!

Ang

**From:** Tippins, Shawn (INFC)

**Sent:** June-22-18 2:36 PM

**To:** Wellman, Angela (INFC) <[angela.wellman@canada.ca](mailto:angela.wellman@canada.ca)>

**Subject:** RE: UPDATE: Waterfront Toronto - "Smart City" Principles - official response request

**From:** Wellman, Angela (INFC)

**Sent:** June 22, 2018 2:35 PM

**To:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Subject:** FW: UPDATE: Waterfront Toronto - "Smart City" Principles - official response request

**Importance:** High

Hi Shawn: Did this not get to DMO yesterday? I thought I saw it go to Glenn, but haven't seen it since.

Thanks,

Ang

---

**From:** Paravan, Christina (INFC)

**Sent:** June-22-18 2:21 PM

**To:** Peets, Gerard (INFC) <[gerard.peets@canada.ca](mailto:gerard.peets@canada.ca)>; Geerts, Line (INFC) <[line.geerts@canada.ca](mailto:line.geerts@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>; Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>; Tremblay, Jenny (INFC) <[jenny.tremblay@canada.ca](mailto:jenny.tremblay@canada.ca)>

**Cc:** Wellman, Angela (INFC) <[angela.wellman@canada.ca](mailto:angela.wellman@canada.ca)>; Popesco, Tatiana (INFC) <[tatiana.popesco@canada.ca](mailto:tatiana.popesco@canada.ca)>; Ladouceur3, Natalie (INFC) <[natalie.ladouceur3@canada.ca](mailto:natalie.ladouceur3@canada.ca)>; Lozano, Isabelle (INFC) <[isabelle.lozano@canada.ca](mailto:isabelle.lozano@canada.ca)>; Geerts, Line (INFC) <[line.geerts@canada.ca](mailto:line.geerts@canada.ca)>; Eyre, Jennifer (INFC) <[jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca)>; O'Grady, Tammy (INFC) <[tammy.ogrady@canada.ca](mailto:tammy.ogrady@canada.ca)>

**Subject:** RE: UPDATE: Waterfront Toronto - "Smart City" Principles - official response request

**Importance:** High

Good afternoon Policy/IPI,

Just following up on the Deputy's request below.

Thank you,

**Christina Paravan**

Correspondence Officer | Agent à la correspondance

Deputy Minister's Office | Bureau du sous-ministre

Infrastructure and Communities | Infrastructure et Collectivités

[christina.paravan@canada.ca](mailto:christina.paravan@canada.ca)

Tel: 613-941-8897

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**From:** Peets, Gerard (INFC)

**Sent:** June-20-18 6:05 PM

**To:** Geerts, Line (INFC) <[line.geerts@canada.ca](mailto:line.geerts@canada.ca)>; Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>; Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>; Tremblay, Jenny (INFC) <[jenny.tremblay@canada.ca](mailto:jenny.tremblay@canada.ca)>

**Cc:** Wellman, Angela (INFC) <[angela.wellman@canada.ca](mailto:angela.wellman@canada.ca)>; Popesco, Tatiana (INFC) <[tatiana.popesco@canada.ca](mailto:tatiana.popesco@canada.ca)>; Ladouceur3, Natalie (INFC) <[natalie.ladouceur3@canada.ca](mailto:natalie.ladouceur3@canada.ca)>; Lozano, Isabelle (INFC) <[isabelle.lozano@canada.ca](mailto:isabelle.lozano@canada.ca)>; Geerts, Line (INFC) <[line.geerts@canada.ca](mailto:line.geerts@canada.ca)>; Eyre, Jennifer (INFC) <[jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca)>; O'Grady, Tammy (INFC) <[tammy.ogrady@canada.ca](mailto:tammy.ogrady@canada.ca)>; Paravan, Christina (INFC) <[christina.paravan@canada.ca](mailto:christina.paravan@canada.ca)>

**Subject:** Re: UPDATE: Waterfront Toronto - "Smart City" Principles - official response request

Will discuss this with Jenny tomorrow.

Gerard

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Geerts, Line (INFC)

**Sent:** Wednesday, June 20, 2018 5:57 PM

**To:** Tippins, Shawn (INFC); Campbell, Glenn (INFC); Peets, Gerard (INFC)

**Cc:** Wellman, Angela (INFC); Popesco, Tatiana (INFC); Ladouceur3, Natalie (INFC); Lozano, Isabelle (INFC); Geerts, Line (INFC); Eyre, Jennifer (INFC); O'Grady, Tammy (INFC); Paravan, Christina (INFC)

**Subject:** UPDATE: Waterfront Toronto - "Smart City" Principles - official response request

Good evening,

The Deputy did not have the call today – it was rescheduled to tomorrow morning. To which the information below that she can speak to are good.

She does, however, want an official federal response prepared (something that she could forward via email to her DM counterpart), aligned with the principals of Smart Cities.

The Deputy would like to send her official response on Friday. We would appreciate having the response for the DM to review by cob tomorrow so that any changes can be made in time for her to send on Friday.

Tammy: please track.

Thank you, Line

**Line Geerts**

Executive Assistant to the Deputy Minister  
Infrastructure Canada / Government of Canada  
[line.geerts@canada.ca](mailto:line.geerts@canada.ca) / Tel: 613-941-0715

Adjointe exécutive à la sous-ministre  
Infrastructure Canada / Gouvernement du Canada  
[line.geerts@canada.ca](mailto:line.geerts@canada.ca) / Tél. : 613-941-0715

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**From:** Tippins, Shawn (INFC)

**Sent:** June 20, 2018 3:41 PM

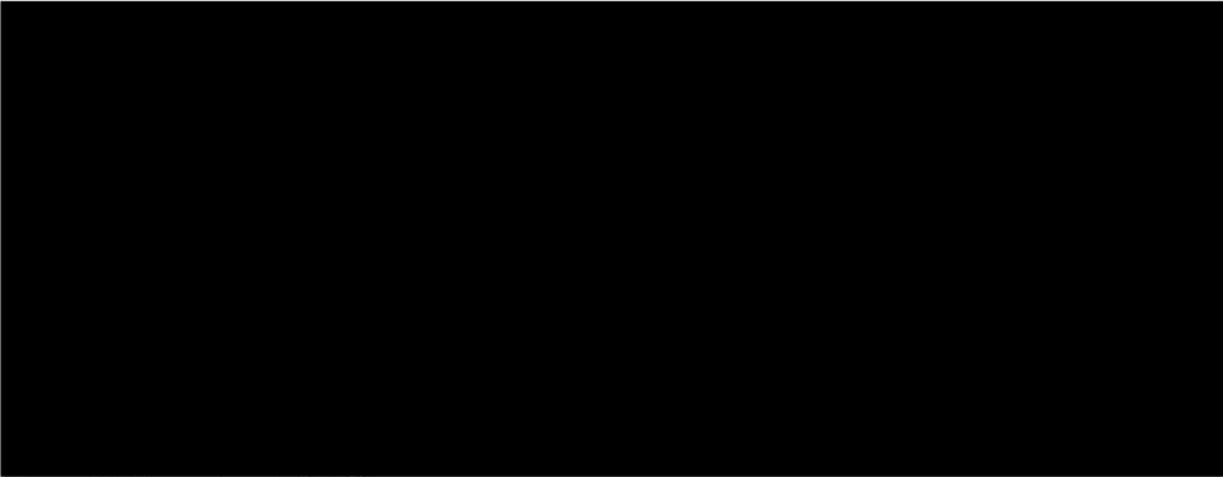
**To:** Geerts, Line (INFC) <[line.geerts@canada.ca](mailto:line.geerts@canada.ca)>

**Cc:** Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>; Peets, Gerard (INFC) <[gerard.peets@canada.ca](mailto:gerard.peets@canada.ca)>; Wellman, Angela (INFC) <[angela.wellman@canada.ca](mailto:angela.wellman@canada.ca)>; Popesco, Tatiana (INFC) <[tatiana.popesco@canada.ca](mailto:tatiana.popesco@canada.ca)>; Ladouceur3, Natalie (INFC) <[natalie.ladouceur3@canada.ca](mailto:natalie.ladouceur3@canada.ca)>

**Subject:** FW: Waterfront Toronto - "Smart City" Principles - draft for feedback

**Importance:** High

Line – here are some points we've drafted for the call, reflecting input from Gerard and Glenn. We've sent to Glenn for a final look – he may have something to add but here you go in case time does not permit. ST.



**From:** Wellman, Angela (INFC)

**Sent:** June 20, 2018 1:08 PM

**To:** Tippins, Shawn (INFC) <[shawn.tippins@canada.ca](mailto:shawn.tippins@canada.ca)>

**Subject:** FW: Waterfront Toronto - "Smart City" Principles - draft for feedback

**Importance:** High

---

**From:** Geerts, Line (INFC)

**Sent:** June-20-18 12:22 PM

**To:** Peets, Gerard (INFC) <[gerard.peets@canada.ca](mailto:gerard.peets@canada.ca)>; Campbell, Glenn (INFC) <[glenn.campbell@canada.ca](mailto:glenn.campbell@canada.ca)>

**Cc:** Lozano, Isabelle (INFC) <[isabelle.lozano@canada.ca](mailto:isabelle.lozano@canada.ca)>; Popesco, Tatiana (INFC) <[tatiana.popesco@canada.ca](mailto:tatiana.popesco@canada.ca)>; Ladouceur3, Natalie (INFC) <[natalie.ladouceur3@canada.ca](mailto:natalie.ladouceur3@canada.ca)>; Wellman, Angela (INFC) <[angela.wellman@canada.ca](mailto:angela.wellman@canada.ca)>

**Subject:** FW: Waterfront Toronto - "Smart City" Principles - draft for feedback

**Importance:** High

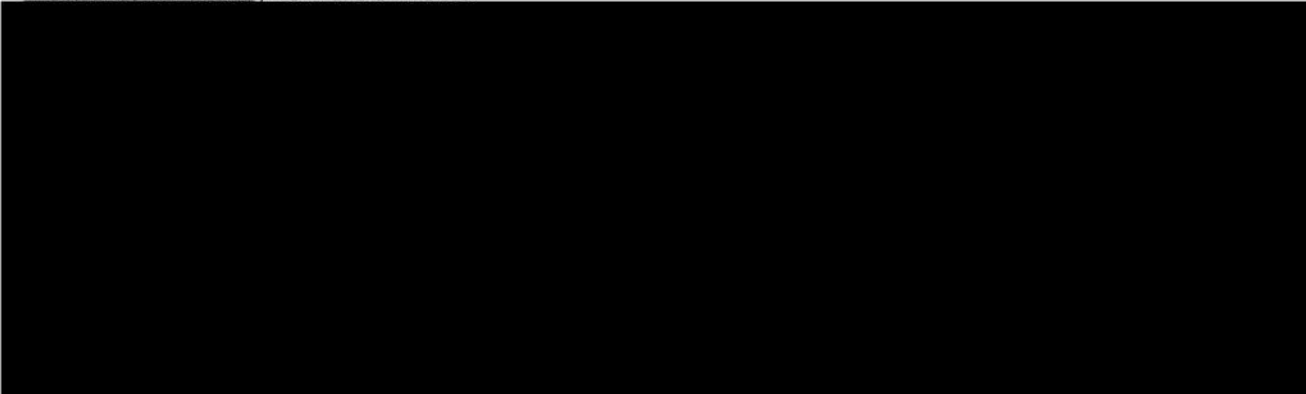
Here they are. If you can please provide views prior to 4:00 p.m. – would really be appreciated.

Thank you, Line

**Line Geerts**

Executive Assistant to the Deputy Minister  
Infrastructure Canada / Government of Canada  
[line.geerts@canada.ca](mailto:line.geerts@canada.ca) / Tel: 613-941-0715

Adjointe exécutive à la sous-ministre  
Infrastructure Canada / Gouvernement du Canada  
[line.geerts@canada.ca](mailto:line.geerts@canada.ca) / Tél. : 613-941-0715



**Page 536  
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**La page 536  
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conformément aux dispositions de paragraphe  
14, 19(1), 21(1)(a) & 21(1)(b)  
de la *loi sur l'accès à l'information***

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Peets, Gerard \(INFC\)](#)  
**Cc:** [Lozano, Isabelle \(INFC\)](#); [Popesco, Tatiana \(INFC\)](#); [Ladouceur3, Natalie \(INFC\)](#); [Wellman, Angela \(INFC\)](#); [Tippins, Shawn \(INFC\)](#)  
**Subject:** Re: Waterfront Toronto - "Smart City" Principles - draft for feedback  
**Date:** June 20, 2018 2:47:57 PM

---

Ok. Shawn please work into note

Glenn Campbell

[REDACTED]

613 941-0722 (w)

---

**From:** Peets, Gerard (INFC)  
**Sent:** Wednesday, June 20, 2018 2:42 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Lozano, Isabelle (INFC); Popesco, Tatiana (INFC); Ladouceur3, Natalie (INFC); Wellman, Angela (INFC); Tippins, Shawn (INFC)  
**Subject:** RE: Waterfront Toronto - "Smart City" Principles - draft for feedback

---

Glenn, I'll provide my feedback to you, for you to consider/use/set aside as you see fit.

[REDACTED]

Gerard

---

**From:** Geerts, Line (INFC)  
**Sent:** June 20, 2018 12:22 PM  
**To:** Peets, Gerard (INFC) ; Campbell, Glenn (INFC)  
**Cc:** Lozano, Isabelle (INFC) ; Popesco, Tatiana (INFC) ; Ladouceur3, Natalie (INFC) ; Wellman, Angela (INFC)  
**Subject:** FW: Waterfront Toronto - "Smart City" Principles - draft for feedback  
**Importance:** High

Here they are. If you can please provide views prior to 4:00 p.m. – would really be appreciated.

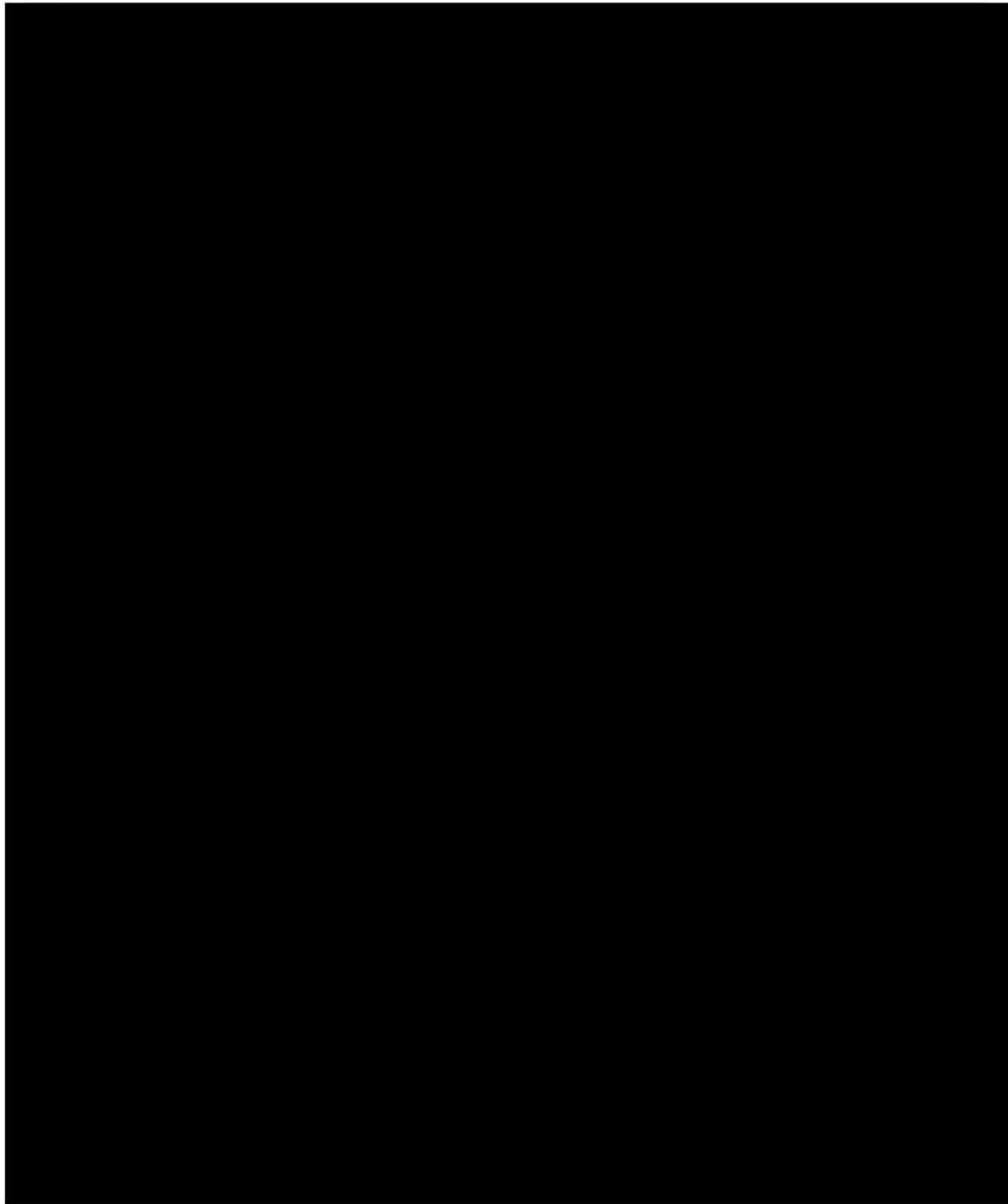
Thank you, Line

**Line Geerts**

Executive Assistant to the Deputy Minister  
Infrastructure Canada / Government of Canada  
[line.geerts@canada.ca](mailto:line.geerts@canada.ca) / Tel: 613-941-0715

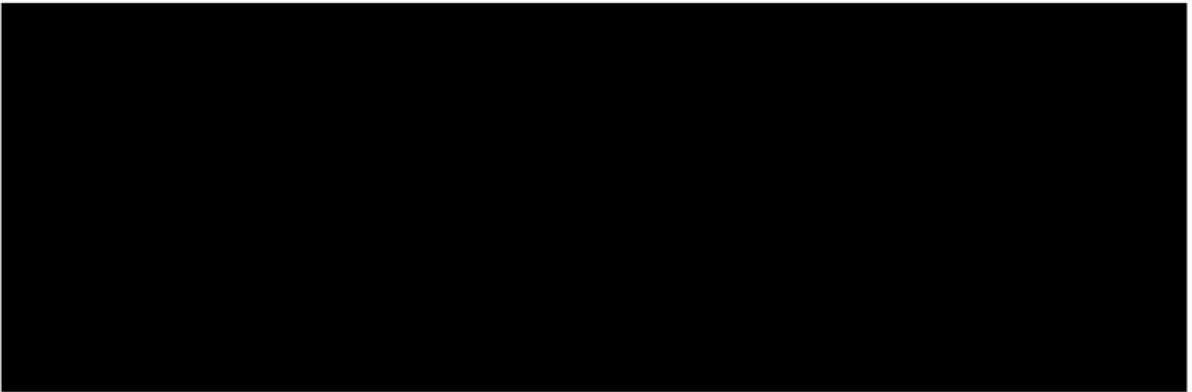


Adjointe exécutive à la sous-ministre  
Infrastructure Canada / Gouvernement du Canada  
[line.geerts@canada.ca](mailto:line.geerts@canada.ca) / Tél. : 613-941-0715

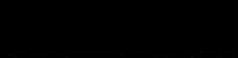


**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Tippins, Shawn \(INFC\)](#)  
**Subject:** Re: Waterfront Toronto - "Smart City" Principles - draft for feedback  
**Date:** June 20, 2018 2:36:24 PM

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Glenn Campbell



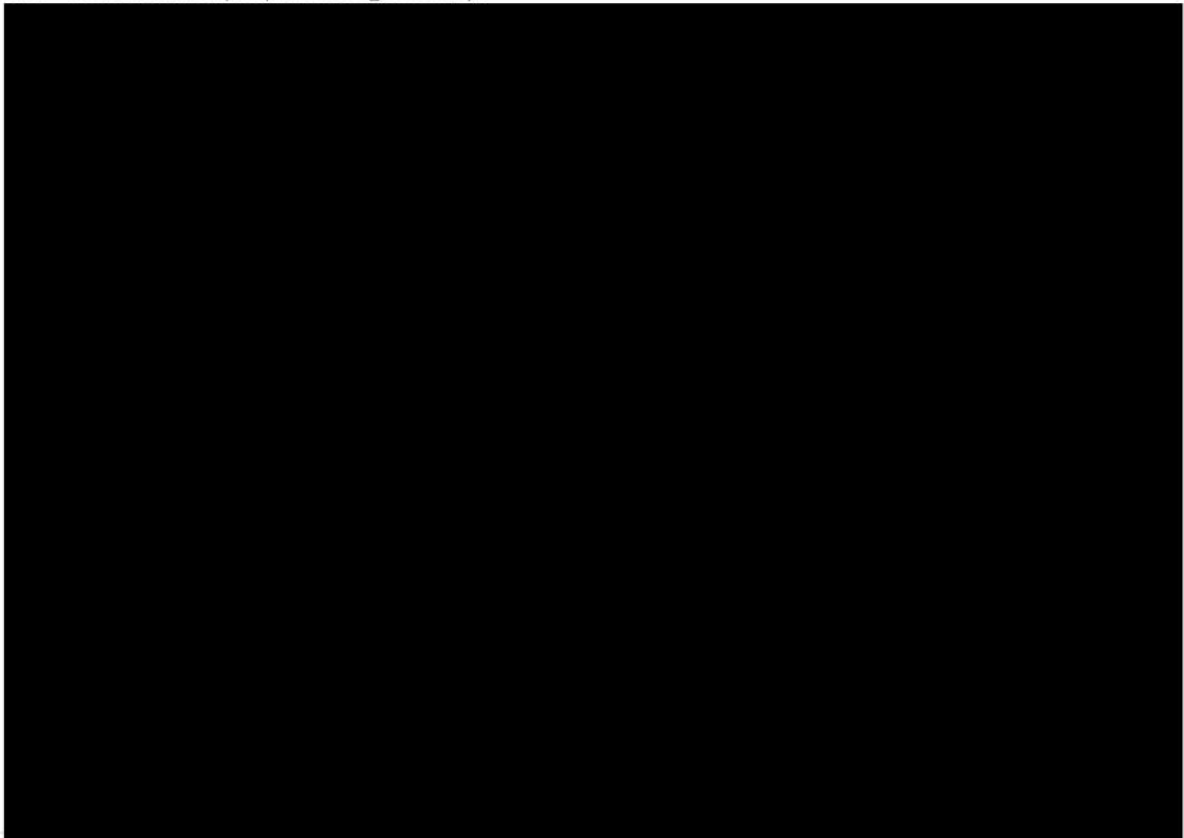
613 941-0722 (w)

---

**From:** Tippins, Shawn (INFC)  
**Sent:** Wednesday, June 20, 2018 2:08 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** FW: Waterfront Toronto - "Smart City" Principles - draft for feedback

---

Glenn – this is what I propose we give Kelly.



**From:** Campbell, Glenn (INFC)

**Sent:** June 20, 2018 12:37 PM

**To:** Tippins, Shawn (INFC)

**Subject:** Fw: Waterfront Toronto - "Smart City" Principles - draft for feedback

**Importance:** High

Glenn Campbell

[REDACTED]

613 941-0722 (w)

---

**From:** Geerts, Line (INFC) <[line.geerts@canada.ca](mailto:line.geerts@canada.ca)>

**Sent:** Wednesday, June 20, 2018 12:21 PM

**To:** Peets, Gerard (INFC); Campbell, Glenn (INFC)

**Cc:** Lozano, Isabelle (INFC); Popesco, Tatiana (INFC); Ladouceur3, Natalie (INFC); Wellman, Angela (INFC)

**Subject:** FW: Waterfront Toronto - "Smart City" Principles - draft for feedback

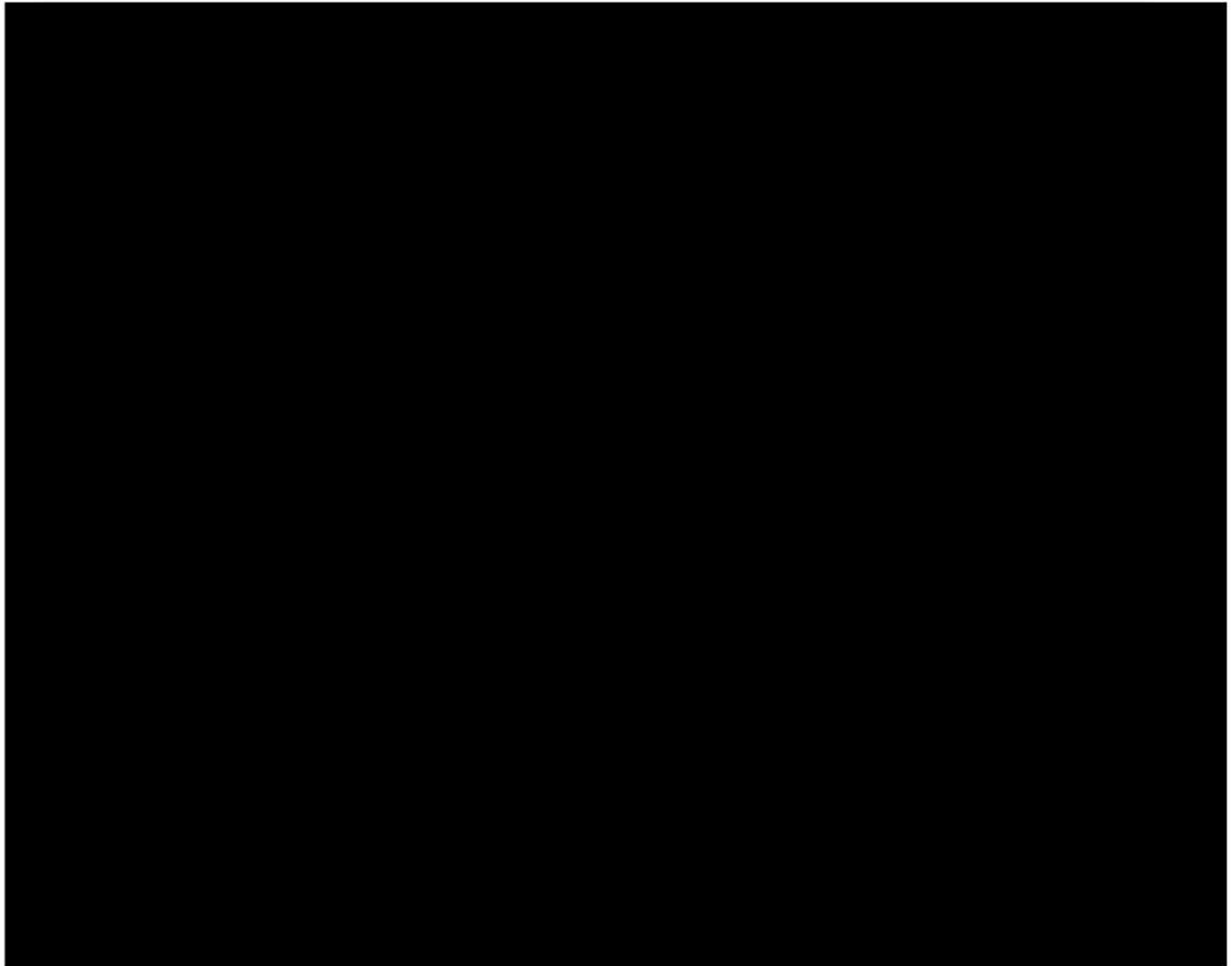
Here they are. If you can please provide views prior to 4:00 p.m. – would really be appreciated.

Thank you, Line

**Line Geerts**

Executive Assistant to the Deputy Minister  
Infrastructure Canada / Government of Canada  
[line.geerts@canada.ca](mailto:line.geerts@canada.ca) / Tel: 613-941-0715

Adjointe exécutive à la sous-ministre  
Infrastructure Canada / Gouvernement du Canada  
[line.geerts@canada.ca](mailto:line.geerts@canada.ca) / Tél. : 613-941-0715



**Page 541  
is withheld  
pursuant to paragraph  
14, 19(1), 21(1)(a) & 21(1)(b)  
of the *Access to Information Act***

**\*\*\*\***

**La page 541  
Font l'objet d'une exception totale  
conformément aux dispositions de paragraphe  
14, 19(1), 21(1)(a) & 21(1)(b)  
de la *loi sur l'accès à l'information***

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Edward Chalupka](#)  
**Cc:** [\[REDACTED\] Tippins, Shawn \(INFC\)](#)  
**Subject:** Putting in touch with Australians interested in WFT  
**Date:** June 18, 2018 9:55:10 AM

---

Ed,

Connecting you with [REDACTED] promoting investment and ties to Canada [REDACTED] May have some folks representing Melbourne up soon and they are interested in some connections. [REDACTED] Appreciate any support can be provided.

Best, Glenn

Glenn Campbell  
[REDACTED]

613 941-0722 (w)  
[REDACTED]

This email, and any attachments, may contain privileged and confidential information. If you are not the intended recipient, you may not distribute or reproduce this e-mail or the attachments. If you have received this message in error, please notify us by return email.

\*\*\*\*\*

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Tippins, Shawn \(INFC\)](#)  
**Cc:** [Gillis, Kelly \(INFC\)](#); [Eyre, Jennifer \(INFC\)](#)  
**Subject:** Re: Toronto should be worried about Doug Ford re-imagining the city's waterfront if elected - Canadanewsmedia  
**Date:** June 16, 2018 8:46:41 PM

---

Super, thanks Shawn

Also waiting to hear back from WFT

Glenn Campbell

613 941-0722 (w)

Original Message

From: Tippins, Shawn (INFC)

Sent: Saturday, June 16, 2018 7:54 PM

To: Campbell, Glenn (INFC)

Subject: Fw: Toronto should be worried about Doug Ford re-imagining the city's waterfront if elected - Canadanewsmedia

Glenn - this article which ran in the G&M in early April best sums up the history of Doug Ford's stance vis a vis WT. While on Council he and his brother viewed WT and all its works with deep suspicion - calling the corp. a "boondoggle" and pushing his own vision for the Waterfront (i.e. Stadium, high end mega-mall, sail-in hotel, monorail, ferris-wheel etc.) He tried to wrest control from WT and hand it to a city holding company - Toronto Port Lands Co., that the Fords could influence. Widespread opposition led him to abandon the plan.

I also attach an article that ran in the Star late last month about the PCs being alone among the parties in not offering a firm funding pledge for the Waterfront LRT, but in which Ford is also quoted as saying that if he is elected premier "transit will get built down there."

<http://canadanewsmedia.ca/2018/04/03/toronto-should-be-worried-about-doug-ford-re-imagining-the-citys-waterfront-if-elected/>

[https://www.thestar.com/news/city\\_hall/2018/05/29/pcs-alone-in-not-pledging-dollars-for-critical-toronto-waterfront-lrt.html](https://www.thestar.com/news/city_hall/2018/05/29/pcs-alone-in-not-pledging-dollars-for-critical-toronto-waterfront-lrt.html)

**From:** Campbell, Glenn (INFC)  
**To:** Dixon, Lucas (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC  
**Cc:** Eyre, Jennifer (INFC); Tippins, Shawn (INFC)  
**Subject:** Re: Revisions- 47827 - 2018 Ontario Election Results  
**Date:** June 15, 2018 3:55:21 PM  
**Attachments:** [image001.png](#)  
[image002.png](#)

Ok

Glenn Campbell

613 941-0722 (w)

**From:** Dixon, Lucas (INFC)  
**Sent:** Friday, June 15, 2018 3:46 PM  
**To:** Campbell, Glenn (INFC); INFC.O CIBTO.ADMO.Users / Utilisateurs.BTBIC.BSMA O.INFC  
**Cc:** Eyre, Jennifer (INFC)  
**Subject:** FW: Revisions- 47827 - 2018 Ontario Election Results

Glenn,

I've attached the SN that Gerard's group

provided for your reference.

Thanks,

Lucas

**From:** Paravan, Christina (INFC)  
**Sent:** June 15, 2018 12:29 PM  
**To:** Dixon, Lucas (INFC)  
**Subject:** FW: Revisions- 47827 - 2018 Ontario Election Results

**Christina Paravan**

Correspondence Officer | Agent à la correspondance  
 Deputy Minister's Office | Bureau du sous-ministre  
 Infrastructure and Communities | Infrastructure et Collectivités  
[christina.paravan@canada.ca](mailto:christina.paravan@canada.ca)  
 Tel: 613-941-8897

**From:** Popesco, Tatiana (INFC)  
**Sent:** June-15-18 12:24 PM  
**To:** Paravan, Christina (INFC) <[christina.paravan@canada.ca](mailto:christina.paravan@canada.ca)>  
**Cc:** INFC.O PR.ADMO.Users / Utilisateurs.PR.BSMA O.INFC <[infc.pr.admo.users-utilisateurs.pr.bsma.infc@canada.ca](mailto:infc.pr.admo.users-utilisateurs.pr.bsma.infc@canada.ca)>; INFC.F DM Office / Bureau du SM F.INFC <[infc.dmooffice-bureaudusm.infc@canada.ca](mailto:infc.dmooffice-bureaudusm.infc@canada.ca)>; Gibb, Adrienne (INFC) <[adrienne.gibb@canada.ca](mailto:adrienne.gibb@canada.ca)>; Eyre, Jennifer (INFC) <[jennifer.eyre@canada.ca](mailto:jennifer.eyre@canada.ca)>  
**Subject:** RE: Revisions- 47827 - 2018 Ontario Election Results  
 Hi Christina,  
 The documents related to the above mentioned tasking can be found [here](#).

Thanks,  
Tatiana

**Tatiana Popesco**

Senior Advisor, Policy and Results, Assistant Deputy Minister's Office  
Infrastructure Canada / Government of Canada  
[tatiana.popesco@canada.ca](mailto:tatiana.popesco@canada.ca) / Tel: 613-960-9623

Conseillère principale, Politiques et résultats, Bureau du sous-ministre adjoint  
Infrastructure Canada / Gouvernement du Canada  
[tatiana.popesco@canada.ca](mailto:tatiana.popesco@canada.ca) / Tél. : 613-960-9623

**From:** Paravan, Christina (INFC)

**Sent:** June 15, 2018 11:44 AM

**To:** Gibb, Adrienne (INFC) <[adrienne.gibb@canada.ca](mailto:adrienne.gibb@canada.ca)>

**Cc:** INFC.O PR.ADMO.Users / Utilisateurs.PR.BSMA O.INFC <[infc.pr.admo.users-utilisateurs.pr.bsma.infc@canada.ca](mailto:infc.pr.admo.users-utilisateurs.pr.bsma.infc@canada.ca)>; INFC.F DM Office / Bureau du SM F.INFC <[infc.dmooffice-bureaudusm.infc@canada.ca](mailto:infc.dmooffice-bureaudusm.infc@canada.ca)>

**Subject:** RE: Revisions- 47827 - 2018 Ontario Election Results

Good morning Adrienne,

Just following up on the above docket.

Thanks,

**Christina Paravan**

Correspondence Officer | Agent à la correspondance  
Deputy Minister's Office | Bureau du sous-ministre  
Infrastructure and Communities | Infrastructure et Collectivités  
[christina.paravan@canada.ca](mailto:christina.paravan@canada.ca)  
Tel: 613-941-8897

**From:** Gibb, Adrienne (INFC)

**Sent:** June-13-18 10:27 AM

**To:** Paravan, Christina (INFC) <[christina.paravan@canada.ca](mailto:christina.paravan@canada.ca)>

**Cc:** INFC.O PR.ADMO.Users / Utilisateurs.PR.BSMA O.INFC <[infc.pr.admo.users-utilisateurs.pr.bsma.infc@canada.ca](mailto:infc.pr.admo.users-utilisateurs.pr.bsma.infc@canada.ca)>

**Subject:** RE: Revisions- 47827 - 2018 Ontario Election Results

Christina,

The team is still working on it.

They are waiting on POB comments at the moment.

*Adrienne Gibb*

Administrative Assistant | Adjointe administrative  
ADMO | SMA  
Policy and Results Branch | Direction générale des politiques et des résultats





---

**From:** Paravan, Christina (INFC)  
**Sent:** June 13, 2018 10:24 AM  
**To:** INFC.O PR.ADMO.Users / Utilisateurs.PR.BSMA O.INFC <[infrc.pr.admo.users-utilisateurs.pr.bsma.infrc@canada.ca](mailto:infrc.pr.admo.users-utilisateurs.pr.bsma.infrc@canada.ca)>  
**Cc:** INFC.F DM Office / Bureau du SM F.INFC <[infrc.dmooffice-bureaudusm.infrc@canada.ca](mailto:infrc.dmooffice-bureaudusm.infrc@canada.ca)>  
**Subject:** RE: Revisions- 47827 - 2018 Ontario Election Results  
**Importance:** High  
Good morning Policy,  
Following up regarding the above docket.

Thanks,

**Christina Paravan**

Correspondence Officer | Agent à la correspondance  
Deputy Minister's Office | Bureau du sous-ministre  
Infrastructure and Communities | Infrastructure et Collectivités  
[christina.paravan@canada.ca](mailto:christina.paravan@canada.ca)  
Tel: 613-941-8897

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**From:** Paravan, Christina (INFC)  
**Sent:** June-12-18 4:54 PM  
**To:** INFC.O PR.ADMO.Users / Utilisateurs.PR.BSMA O.INFC <[infrc.pr.admo.users-utilisateurs.pr.bsma.infrc@canada.ca](mailto:infrc.pr.admo.users-utilisateurs.pr.bsma.infrc@canada.ca)>  
**Cc:** INFC.F DM Office / Bureau du SM F.INFC <[infrc.dmooffice-bureaudusm.infrc@canada.ca](mailto:infrc.dmooffice-bureaudusm.infrc@canada.ca)>  
**Subject:** RE: Revisions- 47827 - 2018 Ontario Election Results  
Good afternoon Policy,  
Just following up on the above docket.

Thanks,

**Christina Paravan**

Correspondence Officer | Agent à la correspondance  
Deputy Minister's Office | Bureau du sous-ministre  
Infrastructure and Communities | Infrastructure et Collectivités  
[christina.paravan@canada.ca](mailto:christina.paravan@canada.ca)  
Tel: 613-941-8897

---

**From:** Paravan, Christina (INFC)  
**Sent:** June-11-18 1:20 PM  
**To:** INFC.O PR.ADMO.Users / Utilisateurs.PR.BSMA O.INFC <[infrc.pr.admo.users-utilisateurs.pr.bsma.infrc@canada.ca](mailto:infrc.pr.admo.users-utilisateurs.pr.bsma.infrc@canada.ca)>  
**Cc:** INFC.F DM Office / Bureau du SM F.INFC <[infrc.dmooffice-bureaudusm.infrc@canada.ca](mailto:infrc.dmooffice-bureaudusm.infrc@canada.ca)>  
**Subject:** Revisions- 47827 - 2018 Ontario Election Results  
**Importance:** High

Good afternoon Policy,

Please find attached comments from the Deputy regarding the above docket.

Annex A – “Discuss implications with what is in the books now.”

BF Date: Tuesday, June 12 COB

Thank you,

**Christina Paravan**

Correspondence Officer | Agent à la correspondance

Deputy Minister's Office | Bureau du sous-ministre

Infrastructure and Communities | Infrastructure et Collectivités

[christina.paravan@canada.ca](mailto:christina.paravan@canada.ca)

Tel: 613-941-8897

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Mitchell2, Lisa \(INFC\)](#)  
**Subject:** Fw: Thursday  
**Date:** June 14, 2018 9:39:43 PM

---

Glenn Campbell  
[REDACTED]

613 941-0722 (w)

---

**From:** glenn.campbell@canada.ca  
**Sent:** Thursday, June 14, 2018 9:37 PM  
**To:** Ladouceur3, Natalie (INFC)  
**Subject:** Re: Thursday

---

This is good thanks much

Glenn Campbell  
[REDACTED]

613 941-0722 (w)

---

**From:** Ladouceur3, Natalie (INFC)  
**Sent:** Thursday, June 14, 2018 5:36 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** Thursday

---

**Signature book item(s):**

- 1-pager from Shawn for MIN/DM item on June 18 – due June 15.
- Cheat sheet from Vania for pre-brief with P. Rochon and R. Botham.
- Revised input for SN on meeting between BDC and INFC – due ASAP.

**Meetings:**

- 11:00 am – Prebrief: P. Rochon and R. Botham at 90 Elgin.
- 2:30 pm – Weekly Look Ahead (materials not available yet).
- 3:30 pm – Meeting with lawyers and Shawn re Waterfront. A copy of the Waterfront Revitalization MOU/Accord is in your meeting folder.
- Gathering for Mark and Shawn – location tbd

**Meetings of note during your absence, June 18-21**

- June 18 – MIN/DM (Will you dial-in?)
- June 19 – DM meeting with S. Perron/JF Tremblay re: programs – Can Lisa attend for you?
- June 19 – PAC meeting - ?

**Taskings/Other:**

- Team is working on materials for CEO visit next week. Will have drafts for your review tomorrow.
- [REDACTED] The agenda, schedule and participants' list are in file "PNWER Summit" in your in-box if you wish to have a look at them.
- "Public Interest" - document prepared by Mark is in a folder in your in-box.

**From:** Campbell, Glenn (INFC)  
**To:** Gillis, Kelly (INFC)  
**Subject:** Fw: QESC  
**Date:** June 13, 2018 4:35:28 PM  
**Attachments:** image001.png

ATIA - 21(1)(b)

ATIA - 16(2)

ATIA - 19(1)

FYI

[REDACTED]  
Glenn Campbell  
[REDACTED]

613 941-0722 (w)

---

**From:** Edward Chalupka  
**Sent:** Wednesday, June 13, 2018 3:57 PM  
**To:** Campbell, Glenn (INFC); Tippins, Shawn (INFC)  
**Subject:** RE: QESC

Thanks Glenn.

In terms of the procurement items – that should have been deleted – both 4 & 5. Will point that out to the group tomorrow – think it was a version control issue. Thanks for flagging.

Aside from that presume the federal government is more comfortable with the revised ToR?

Ed

---

**From:** Campbell, Glenn (INFC)  
**Sent:** Wednesday, June 13, 2018 3:44 PM  
**To:** Edward Chalupka ; Tippins, Shawn (INFC)  
**Subject:** RE: QESC

Hey Ed, will be dialing in, and will be me and Shawn.

By the way, still unclear about the references to procurement in the Quayside terms? Still sounds too operational. Welcome more insight.

Glenn

---

**From:** Edward Chalupka [REDACTED]@waterfronttoronto.ca]  
**Sent:** June 13, 2018 3:42 PM  
**To:** Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>  
**Subject:** QESC

Hi to both of you –

Just wanted to confirm whether you (including the Deputy) will be attending in person tomorrow or dialing in? If not in person do you prefer video conference or teleconference capabilities?

Ed

edward.chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]  
[REDACTED]@waterfronttoronto.ca | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**Toronto

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Tippins, Shawn \(INFC\)](#)  
**Subject:** Fw: Waterfront Toronto - "Smart City" Principles - draft for feedback  
**Date:** June 6, 2018 11:27:15 AM

---

Glenn Campbell  


613 941-0722 (w)

---

**From:** Geerts, Line (INFC)  
**Sent:** Wednesday, June 6, 2018 10:49 AM  
**To:** Peets, Gerard (INFC); Campbell, Glenn (INFC)  
**Subject:** FW: Waterfront Toronto - "Smart City" Principles - draft for feedback

---

Hi, the Deputy would like to discuss with both of you to get your views. Will schedule something.  
Thank you, Line

**Line Geerts**

Executive Assistant to the Deputy Minister  
Infrastructure Canada / Government of Canada  
[line.geerts@canada.ca](mailto:line.geerts@canada.ca) / Tel: 613-941-0715

Adjointe exécutive à la sous-ministre  
Infrastructure Canada / Gouvernement du Canada  
[line.geerts@canada.ca](mailto:line.geerts@canada.ca) / Tél. : 613-941-0715

---

**From:** Gillis, Kelly (INFC)  
**Sent:** June 5, 2018 3:31 PM  
**To:** Geerts, Line (INFC)  
**Subject:** FW: Waterfront Toronto - "Smart City" Principles - draft for feedback

**Page 552  
is withheld  
pursuant to paragraph  
14, 19(1), 21(1)(a) & 21(1)(b)  
of the *Access to Information Act***

**\*\*\*\***

**La page 552  
Font l'objet d'une exception totale  
conformément aux dispositions de paragraphe  
14, 19(1), 21(1)(a) & 21(1)(b)  
de la *loi sur l'accès à l'information***

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Edward Chalupka](#); [Peets, Gerard \(INFC\)](#)  
**Cc:** [Tippins, Shawn \(INFC\)](#)  
**Subject:** Re: Meeting with Governments, WT and SWT  
**Date:** June 6, 2018 8:44:46 AM  
**Attachments:** [image001.png](#)

Thanks Ed, first we have heard about today. Can you forward materials and logistics pls?

Glenn Campbell  
 [REDACTED]  
 613 941-0722 (w)

---

**From:** Edward Chalupka  
**Sent:** Wednesday, June 6, 2018 8:33 AM  
**To:** Peets, Gerard (INFC); Campbell, Glenn (INFC)  
**Subject:** RE: Meeting with Governments, WT and SWT

Congratulations Gerard.

Thanks for the update. Looking forward to meeting and working with Shawn.

Ed

---

**From:** Peets, Gerard (INFC)  
**Sent:** Wednesday, June 6, 2018 8:22 AM  
**To:** Edward Chalupka ; Campbell, Glenn (INFC)  
**Subject:** Re: Meeting with Governments, WT and SWT

Hi Ed,

An update on our side. I'll be starting as ADM, Policy as of Monday and will no longer have direct responsibilities for the Waterfront Toronto file. Glenn Campbell will continue to lead on it for INFC.

We also have brought Shawn Tippins on board at the working level.

Copying Glenn so he can follow up on this morning's meeting.

Gerard

Sent from my BlackBerry 10 smartphone on the Rogers network.

---

**From:** Edward Chalupka  
**Sent:** Wednesday, June 6, 2018 8:12 AM  
**To:** Peets, Gerard (INFC)  
**Subject:** Meeting with Governments, WT and SWT

Hi Gerard –

Just wondering if you or anyone from your staff are able to join by teleconference for the Sidewalk Toronto pillars discussion happening this morning (sustainability and public Realm)? Believe Deputy Zegarac's office sent out the invite and materials earlier this week.

Ed

edward.chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]  
 [REDACTED]@waterfronttoronto.ca | [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)



**WATERFRONT**toronto



**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Wong, Denise \(INFC\)](#)  
**Cc:** [Eronat, Leah \(INFC\)](#); [Boileau, Darlene \(INFC\)](#)  
**Subject:** Re: Question re. Toronto Waterfront  
**Date:** May 22, 2018 2:19:41 PM

---

What doc is this in now?

Glenn Campbell  
[REDACTED]

613 941-0722 (w)

---

**From:** Wong, Denise (INFC)  
**Sent:** Tuesday, May 22, 2018 1:41 PM  
**To:** Campbell, Glenn (INFC)  
**Cc:** Eronat, Leah (INFC); Boileau, Darlene (INFC)  
**Subject:** FW: Question re. Toronto Waterfront

---

Hi Glenn,

I had sent Angela Wellman the email (below) but I understand that she might be out of the office. I am working on [REDACTED]

[REDACTED] Would it be possible for someone from your team to review and validate my draft response?

Thanks in advance.

Denise Wong  
[denise.wong@canada.ca](mailto:denise.wong@canada.ca) / 613-240-4147

---

**From:** Wong, Denise (INFC)  
**Sent:** May 22, 2018 12:15 PM  
**To:** Wellman, Angela (INFC)  
**Cc:** Eronat, Leah (INFC)  
**Subject:** Question re. Toronto Waterfront

Hi Angela,

[REDACTED]



Denise Wong  
Manager, Integrated Risk, Planning and Performance Unit  
Corporate Secretariat  
Infrastructure Canada / Government of Canada  
[denise.wong@canada.ca](mailto:denise.wong@canada.ca) / Tel: 613-957-2622 / Cel: [REDACTED] / TTY: 1-800-465-7735

Gestionnaire, Unité de l'intégration des risques, de la planification et du rendement  
Secrétariat général  
Infrastructure Canada / Gouvernement du Canada  
[denise.wong@canada.ca](mailto:denise.wong@canada.ca) / Tél : 613-957-2622 / Cél : [REDACTED] / ATS : 1-800-465-7735

**From:** [Campbell, Glenn \(INFC\)](#)  
**To:** [Gillis, Kelly \(INFC\)](#); [Peets, Gerard \(INFC\)](#)  
**Subject:** Fw: Sidewalk Toronto Has Yet To Give Us A Reason To Trust Its Smart City Experiment  
**Date:** May 11, 2018 9:27:39 PM

---

Glenn Campbell

613 941-0722 (w)

---

**From:** Glenn Campbell  
**Sent:** Friday, May 11, 2018 8:45 PM  
**To:** Campbell, Glenn (INFC)  
**Subject:** Sidewalk Toronto Has Yet To Give Us A Reason To Trust Its Smart City Experiment

---

Sidewalk Toronto Has Yet To Give Us A Reason To Trust Its Smart City Experiment

[https://www.huffingtonpost.ca/bianca-wylie/sidewalk-labs-toronto-plans-transparency\\_a\\_23428379/](https://www.huffingtonpost.ca/bianca-wylie/sidewalk-labs-toronto-plans-transparency_a_23428379/)

**From:** Campbell, Glenn (INFC)  
**To:** Mitchell2, Lisa (INFC)  
**Subject:** Fw: Morning News Summary – Revue de presse matinale  
**Date:** May 8, 2018 8:08:59 AM  
**Attachments:** [image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)

See infra bank story. [REDACTED] But we are getting into that territory of waiting.

Glenn Campbell  
 [REDACTED]

613 941-0722 (w)

**From:** News / Nouvelles (INFC)  
**Sent:** Tuesday, May 8, 2018 6:29 AM  
**Cc:** News / Nouvelles (INFC); INFC.F MINO / MINO F.INFC; INFC.O Users/Utilisateurs O.INFC  
**Subject:** Morning News Summary – Revue de presse matinale



Infrastructure  
Canada

## Morning News Summary – Revue de presse matinale

May 08, 2018 - 08 mai 2018

[Ministerial | Ministériel](#)

[National Stories | Nouvelles nationales](#)

[Infrastructure Bank | Banque de l'infrastructure](#)

[Bridges | Ponts](#)

[Smart Cities | Villes intelligentes](#)

[Regional Stories | Nouvelles régionales](#)

[Social Media Review | Revue des médias sociaux](#)

**Ministerial | Ministériel**

[Mueller Appointed To WDBA, Rix Out](#)

The Windsor-Detroit Bridge Authority has appointed a new member to the board of directors. Michael Mueller, a retired national managing partner with PricewaterhouseCoopers, joins the board at the bridge authority at a time when the project has been receiving critical scrutiny. "I am pleased to announce the addition of Mr...

Windsor Square - 2018-05-07 16:26 (EST)

[Calgary Zoo expects crush of visitors to Panda Passage habitat](#)

A cuddly quartet of Chinese ambassadors were formally introduced to their newest home away from home at the Calgary Zoo Monday. Giant pandas Er Shun and Da Mao, along with their Toronto-born cubs Jia Panpan and Jia Yueyue, made their long-awaited debut at the new Panda Passage exhibit, where they'll...

Calgary Herald.com - 2018-05-07

**National and Top Stories | nationales et principales nouvelles**

NIL

**Infrastructure Bank | Banque de l'infrastructure**

#### Trans Mountain should be project No. 1 for the Canada Infrastructure Bank

Associate director of research at the C.D. Howe Institute We all know the Trans Mountain saga by now. Kinder Morgan wants certainty by May 31 on whether it can proceed with its proposed pipeline expansion from Alberta to the B.C. coast. If not, it threatens to walk away, stranding Alberta's...

Globe and Mail , B4 - 2018-05-08

### **Bridges | Ponts**

#### ARE FP/CP say Aecon pulls out of U.S.-Canada bridge project

The Financial Post reports in its Saturday edition that Aecon Group has withdrawn from a private group bidding to build and operate a new bridge between Canada and the United States. A Canadian Press dispatch to the Post says that Aecon would not elaborate on the decision to pull out...

Stockwatch - 2018-05-07 16:30 (EST)

#### Toronto Firm Steps Out of Gordie Howe International Bridge Project

Just weeks before the Windsor Detroit Bridge Authority is expected to announce the winning bid for the new border crossing between Windsor and Detroit, there has been a major change for one of the proponents. Toronto-based Aecon has decided to step back from its role as part of the Bridging North...

Blackburn News - 2018-05-07 16:20 (EST)

#### Mueller named to WDBA Board

The Government of Canada has announced the appointment of Michael J. Mueller to the Board of Directors of Windsor-Detroit Bridge Authority (WDBA). Mueller replaces Craig Rix on the board. "As the Gordie Howe International Bridge project advances, it is critical to maintain a strong and diverse Board of Directors with..."

ReNew Canada - 2018-05-07 09:57 (EST)

### **Smart Cities | Villes intelligentes**

#### Edmonton's Smart Cities Challenge proposal gets federal government acceptance

The federal government has accepted the City of Edmonton's proposal for the \$50-million Smart Cities Challenge.

Global News - 2018-05-07 12:31 (EST)

### **Regional Stories | Nouvelles régionales**

#### **West | Ouest**

##### One-On-One With Brian Pallister (raw transcript)

MERCEDES STEPHENSON: Welcome back to the show. Tensions between the provinces and the federal government over pipeline politics and the carbon tax have dominated the headlines in recent weeks. Here to discuss all of that, and more, Manitoba Premier Brian Pallister joins me here in studio. You're in Ottawa, here...

CTV: Power Play - 2018-04-27

#### **North | Nord**

NIL

#### **Quebec | Québec**

##### Coup de pouce de Rouville au futur aréna

La municipalité de Saint-Césaire pourra compter sur l'appui de la MRC de Rouville pour financer un futur aréna, si le projet va de l'avant. La table des maires a récemment accepté de réserver une enveloppe de 300 000 \$ pour soutenir la construction d'une éventuelle infrastructure. La semaine dernière, les...

La voix de l'est.ca - 2018-05-08

##### Troisième lien : Labeaume opposé à un changement de devis

«Je vais m'opposer à tout changement au devis sur le troisième lien. Il a été construit avec l'autorisation des deux villes. S'il y a un changement, je le dénonce haut et fort.» Le maire de Québec a ainsi répondu au grief du maire de Lévis, Gilles Lehouillier, qui déclarait la...

Le Soleil , 5 - 2018-05-08

### Un tramway nommé Régis

Toujours franc, parfois bourru, mais aussi rieur et lançant des formules efficaces, Régis Labeaume a certainement livré un des segments les plus divertissants de cette dernière de la saison de «Tout le monde en parle», dimanche. Je lui accorde mon étoile du match. L'autre politicien, Andrew Scheer, n'a...

Le Droit.ca - 2018-05-07

### CTV News Montreal (raw transcript)

>> Mutsumi: did you hear the emergency alert this morning? A plan for the asylum seekers in quebec. And a new danger in the waters in new brunswick. ??? >> Announcer: ctv news, with mutsumi takahashi. >> Mutsumi: good morning. There was supposed to be a test of the...

CTV: News - Closed captioning - 2018-05-07

## **Ontario | Ontario**

### New Funding To Advance Several Rapid Transit Projects

Last year, Mayor John Tory famously declared, "It is time that... I stop being treated, as a little boy going up to Queen's Park in short pants to say, 'Please, could you help me out with something...' and to be told, 'No, I'm terribly sorry, go away and come back..."

Urban Toronto - 2018-05-07 16:36 (EST)

### Mayor wants Eglinton East LRT project to Scarborough built in 1 shot

Mayor John Tory is throwing his support behind a new city plan to build the Eglinton East LRT in a single go, rather than splitting the project into two distinct phases. The original plan for the LRT line was to build from Kennedy Station to the University of Toronto's Scarborough...

CBC.ca: Toronto - 2018-05-07 13:37 (EST)

### New plan for Brampton aims to build Canada's 1st modern, suburban city

Brampton city council is set to vote on a bold new plan to transform the city over the next 22 years. Its creator says the plan could set an example for suburban cities across Canada trying to remodel themselves into self-sustaining urban centres. "You won't have to come to Toronto,..."

CBC.ca: Toronto - 2018-05-07 12:38 (EST)

### Conservative MP Gord Brown Dies (raw transcript)

DON MARTIN: Welcome to "Power Play" on a day when a popular force of personality collapsed in his Parliament Hill office. Conservative MP Gord Brown died this morning of a presumed heart attack at age 57. The house suspended the daily proceedings and canceled question period after hearing member statements,...

CTV: Power Play - 2018-05-02

### You can't opt out of public space, says critic of Toronto's proposed "smart neighbourhood" (raw transcript)

Participants: Helen Burstyn, Rit Aggarwala, Bianca WileyPIYA CHATTOPADHYAY (HOST):SOUNDCLIPVOICE 1: Wawterfront Toronto and sidewalk labs are partnering to create a new kind of urban community on the waterfront.VOICE 2: I like the fact that sidewalk is bringing a different approach that includes both planning and process and community and technology...

CBC Radio: The Current - 2018-05-04

## **Atlantic | Atlantique**

NIL

## **Social Media Review | Revue des médias sociaux**

### Notable Tweets of the Day (May 7)

Please note: Our daily clips can now be accessed from the Infranet by clicking on the *News & Media Tools* button. You can also view archived clips directly on NewsDesk, so there is no need to save them on your computer.

À noter: Vous pouvez accéder aux coupures de presse matinales à partir de l'Infranet en cliquant sur le bouton *Les nouvelles et ressources médiatiques*. Vous pouvez aussi consulter les coupures archivées directement sur le site Inf oMedia, de sorte

qu'il n'est pas nécessaire de les sauvegarder sur votre ordinateur.

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